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ABSTRACT

Techniques are presented from successful athletic fund-raisers on how to structure a fund-raising program through an independent booster club, as part of the athletic department or as part of the total institutional development program. The handbook offers advice on building a program from scratch; organizing successful campaigns, involving coaches, athletic directors, and volunteers; lobbying through the legislature; raising money for women's programs; and using donor clubs and perquisites. Articles include: "Starting from Scratch" (George Bennett, Vanderbilt University); "Athletic Viability: Making it Happen" (Homer Rice, Georgia Institute of Technology); "Winning Techniques for Raising Funds" (Jack Thompson, Georgia Institute of Technology); "Chattanooga: Fast Track to Success" (Ian T. Sturrock, Bradley University); "Boosting Athletics with a Separate Club" (Andy Miller, Florida State University); "How a Booster Organization Raises Funds" (Charlie Barnes, Florida State University); "Lobbying the Legislature: How to Win Equity in Athletics" (Barbara Palmer, Florida State University); and "Endowing the Future" (Bud Callahan, University of Iowa Foundation. Sample materials from various universities are appended. (LC)

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Winning Techniques for Athletic Fund Raising

Edited by Patti Alberger

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Winning Techniques for Athletic Fund Raising

Edited by Patti Alberger

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INTRODUCTION

More and more institutions are recognizing the need to have effective fund-raising programs for athletics. Taking note of this interest, CASE District III last year sponsored a conference on the subject. This monograph is an outgrowth of that conference. In it, pros in the field share their expertise and experience in raising funds for men's and women's athletic programs.

The CASE national office is grateful to Louis M. Markwith, executive secretary of the University of Georgia Foundation, who coordinated this successful conference. CASE also thanks District III for making the conference--and this monograph--possible.

Richard Edwards
Vice President
CASE

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STARTING FROM SCRATCH

George Bennett
Associate Athletic Director for Financial Affairs
Executive Director
National Commodore Club
Vanderbilt University

If anyone had told me two years ago when I was at Clemson that I'd be at Vanderbilt today, I would have said it wasn't possible. But don't ever hesitate to make a change and to look for opportunities, wherever they may be. It has been a broadening experience for me to have worked at a state-supported school for almost 12 years and to be at a private institution now. They are worlds apart, but in a lot of ways they are similar.

The experience I share with you is based on the years I spent at Clemson with one of the most successful athletic fund-raising programs in America, the IPTAY program. It started in 1934. With that program, you have to go a long way to go back to scratch. But it's not so long ago that the lessons on how to start from scratch are forgotten.

First, you have to realize that, in athletic fund raising, you're really doing something different from fund raising for a development office. At Clemson in 1967 the alumni field representative and I worked in the development office raising money for the alumni loyalty fund. Raising money for that fund and raising money in the athletic department are two different things, although they are related.

KNOW WHAT YOU'RE SELLING

In athletic fund raising, you're really selling a product. In development, you're probably selling an intangible thing. In athletic fund raising, you're selling the privileges of buying tickets, parking, benefits, meetings with the coaches, plaques, and the like. You must always keep in mind that you are selling a product, something that a person can feel and grasp.

When I took over the IPTAY program at Clemson, Dean of Students Walter Fox, who had been at Clemson a number of years and played on the 1938 Cotton Bowl team, gave me some advice. He said, "George, always remember that IPTAY got its start and was so successful because people got something in return for what they gave. When they gave $10, they always got a chance to buy two tickets to the South Carolina-Clemson football game. That's the basis that got it started. Having some sort of a wedge is always important. If a person wants to sit in good seats or park in a good parking place, that's what you've got to sell them. The idea is to sell them something that is tangible, that they can receive, hold in their hands, and have a part of."

I am a firm believer that a good athletic program can help your entire university. One of the things I've preached through the years is a statement that I heard Charlie "Choo-Choo" Justice make several years ago in a speech to the Greenville Touchdown Club. He said there's not a single event held on a college campus that will bring as many people back as a good football game or other athletic event. That's how people will relate to universities. It's great to have people come back to the campus. After you get them back, their hearts are going to be in the right place, and they're going to have a warm feeling for the university.

A good athletic program can have that effect, if it enables people to feel involved and hopeful. This reminds me of a story I read in a book called The World's Greatest Miracle. It's the story of a man who was retiring as the head of a perfume company. At his retirement dinner, he was asked, "What has been the most successful thing as far as your career is concerned? Was it the packaging, the merchandising, and the selling of perfume?" He said, "The biggest thing that I had going for me was that we were selling hope." I think hope is the biggest thing we have going for us in college athletics, too. There is always the hope that we're going to get better, that things are going to turn around for us next year.

One of the first steps in building a successful program is to sell your college administration on what you want to do and get its backing. If the administration hasn't decided it wants a successful athletic program, then you can just close the door. Your efforts are not going to get off the ground unless you have the backing of the administration. It must be 100 percent sure that it wants college athletics.

When we talk about college athletic fund raisers, we have to know whom we're talking about. Here is how John Finstein of The Washington Post describes an athletic fund raiser:

> He is the man you always see at college games, ever present, usually decked out in the school's colors, gladhanding everyone in sight, remembering everyone's name, grinning from ear to ear, always concerned about everybody's problems. He listens with a concerned look as an alumnus tells him the quarterback is a bum, he shakes his head in confusion when asked why the coach doesn't throw the

> ball more, he sends Christmas cards without fail, knows everyone's birthday, astrological sign, and favorite color. He is the collegiate fund raiser, the money man. And as the 1970s wind down and the 1980s begin, he is rapidly becoming the most important and influential member of most athletic departments around the country.
>
> If you're going to make it in football and basketball and the Division I level of NCAA, you'd better have an effective fund-raising program. Without the money raised by the fund raiser, most of today's collegiate programs would drown in red ink. Red ink does not produce national championships. Thus, the fund raiser who produced the dollar is just as important as the coach who recruits the studs. Without his money the coach wouldn't be able to afford the studs. Even worse, the school probably wouldn't be able to afford a coach capable of recruiting the studs.

I think that truly tells us what we've got to do in athletic fund raising.

PEOPLE AND PRIDE

Basically, people give money for two reasons: because of an institution's need and because of pride in the institution. Most of our colleges and universities need money. The pride will come later. In a lot of successful programs, people are giving money out of pride. Just about all of the ACC schools never forget that the biggest fund-raising event held in America today is the ACC basketball tournament. People are giving money to those schools because of pride in the programs they run.

At Clemson, we had a slogan stating that IPTAY was unmistakably the very best. People at Clemson firmly believed that. They built that program on pride because of the things they've been able to accomplish through the years. Clemson is a small school in a rural part of South Carolina and really didn't have a lot to cheer about other than the fact that its athletic teams have been doing great through the years. Clemson raised $2.7 million last year from more than 15,000 people. These people are giving to that program because of pride.

BUILDING AN ORGANIZATION

After you establish what you're talking about and why you've got to raise money, you must sit down with your administra-

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tion or board of directors and decide which direction you're going to take and what kind of organization you want. Do you want a very structured organization? Or do you want something loosely put together? I've made almost a 180-degree turnaround on this subject.

Clemson and Vanderbilt are two examples; they are almost opposites. Clemson had a very structured organization that had been in existence since 1934, with a lot of tradition. When I went to Vanderbilt I found a very loose organization. Some offices had never held a meeting, except five years ago when they decided to sit down and somebody said, "Hey, we need to raise a little bit of money." After I worked in this situation for a year, I was almost of the opinion that I liked the loose organization better. After all, the person responsible for spending the funds is the athletic director, and in my role as the athletic fund raiser (the associate athletic director for financial development), I'm responsible for raising the money. When the two of us meet, we can reach a decision, as opposed to having to go through a board and asking, "Can we spend this money, can we do this...?"

However, I realize from a public relations standpoint that it is almost essential to have a board and workers who are going to get out and help you raise money. So, I think you probably must have some type of structured organization with a constitution, a board of directors, elected officers, and so on.

After you've decided which direction to take, you have to hire a fund raiser or appoint someone to serve as the athletic fund raiser.

GETTING OFF THE GROUND

To start a program, you've got to have a fund raiser and probably a combination secretary/bookkeeper. Together you can kick off what you want to do.

It's very important to have a good recordkeeping system. Failing to keep accurate records will cause numerous problems. And if you don't have a computer these days, you're almost lost. Of course, there are all kinds of inexpensive recordkeeping systems available. Donors should know that their contributions will be recorded properly. Acknowledging their gifts right away is very important.

I repeat my point that in athletic development you're offering the contributor something tangible. People like to be recognized for what they do and what they give. Plaques are very important. Listing contributors' names in a printed program is important. You can't give recognition to your contributors if you don't have an accurate system for keeping track of who gives what to your program.

REACHING PROSPECTS

Once you get your organization and your office set up, where do you go from there? You have to decide, "Where's the biggest concentration of alumni to be found? Where are the people that I have the best chance of getting money from?" Once you decide that, you need to get several key workers in that particular area.

Having once been a cheerleader, I am partial to former cheerleaders, managers, and trainers. I have found through the years that once you get one of these people involved in fund raising for your program, they're going to do a little bit more than other people. They are great workers. They're the people who want to work hard because they've cheered on the sidelines or worked down in the locker rooms and have been around athletics all their lives. A person with that background makes a good chairperson of an athletic fund-raising operation.

You also need a brochure that spells out exactly what you're trying to do. You must decide the purpose of your organization. At Vanderbilt we've come up with a flyer that explains what we're trying to do and how Vanderbilt athletics is an integral part of the university. It tells about the various sports and explains what people will get for their money.

I also believe in direct mail. I think it's the easiest way to get your message across in fund raising. It is almost impossible to get out and see everyone on a personal basis. Personal contact is important. But so are things that you can put in a person's hands so that he or she can take a look at them later. I believe in sending people a lot of mail, but not junk mail; it has to be meaningful and worthwhile.

In the beginning you should also discuss how you're going to run your fund-raising year. I prefer a fiscal year starting July 1 and ending June 30. Most universities use that time period as a fiscal year. If you do the same, it will be easier for you to measure how much money you've taken in during your fund-raising year and tie in that information to the university. If you start out on July 1 and use that base, then you've got everything headed in the right direction.

TIMING YOUR APPEALS

You must also coordinate your mailing schedule. In July you are probably getting ready for the school year and all the activities involved. During that time you should be setting your strategy. I have always found it successful to have the first mailing piece go out the first week the football team comes back on the campus in August. There's more publicity in the paper about the football team at that time. It's a new beginning, and there's a lot of interest. We try to have our initial mailing arrive the first weekend the football team comes back into town.

We include a return envelope with our mailing. You'd be surprised at how many people respond at the beginning of the academic year. Then the week after the last home football game I send another mailing. Sometimes this can be disastrous. If you plan your big victory that particular weekend and your team loses, people are not in a very good mood to give you money. That's the chance you take. If you hit it big, a lot of gifts will come in. Everybody's cheering for the football team, and basketball is just starting about that time.

If you've got the two sports working together, it can be a very important time to send out the second mailing piece. Also, the second mailing piece will get there during December, which I've always found to be the best fund-raising month. People start looking at their tax situations at the end of the year, and they want to give money during that time. If your team is lucky enough to be going to a bowl game, then interest is high, people's enthusiasm is good, and December can prove again to be a good month.

The third mailing piece should go out in March. I have always found it useful to tell people we're not sending them a football ticket application until they join the particular club they're interested in. This arouses people's interest because in the spring they're starting to think about tickets going out. If you don't send them the ticket application until they at least make a commitment, then they will start thinking about making a contribution. March or early April is significant because people are again thinking about income taxes. I've heard people say, "Oh, that's the worst time of the year." I don't agree. When a person sits down and figures out what he or she owes the government on April 15, you can say, "Listen, if you had given us more money, you wouldn't be paying Uncle Sam so much." That approach can be very successful.

I'd approach prospects again in June with one last reminder saying, "June 30 is going to be the end of the year. We're having a great year and you ought to be a part of it. We need you." So June is another good time for a wrap-up of your fund raising.

For colleges that have a football program, personal contact can also be very effective. The latter part of February through the first of May you should produce an unpaid list to give your volunteers in the field. Ask your volunteers to go out and see these people. I don't want to downplay the volunteer workers, but sometimes we give them more credit for success than some of the other techniques that we use. At Clemson, of the $2.7 million we raised, our IPTAY representatives in the field were responsible for less than 10 percent of the total. Sometimes a volunteer program can be costly to you. But in the beginning, I think you probably have to have field workers.

Many athletic fund-raising programs have had success with phonathons. I've never used a phonathon in athletic fund raising. I did use this technique when I was in alumni development, and it can be effective. Again, it depends on your particular situation. In the beginning, I'd use anything I could get my hands on to create interest in the program.

FRIENDS AND FUNDS

The executive director of the University of Kansas association told the NCAA meeting last year that people give money to friends. If the prospect has a feeling about your program and the people involved in it, he or she will give money. You have to sell yourself first and then sell what you want done.

Public relations is very important with prospects. That sounds like an elementary statement. But public relations is important not only with the people you're trying to get money from, but with the faculty, the students, and the administrators of the university. It's very important that you have those people on your side, especially when you're starting a program.

Last year at Vanderbilt we met with all fraternities and other organizations on campus to tell them how important college athletics is for Vanderbilt. We let them know that we were not trying to take anything away from academics, that we were not trying to do anything detrimental to their particular programs. We told them we were trying to have an athletic program that the law, medical, and business students could be proud of, and that we weren't trying to take anything away from the established parts of the university.

Question: You've talked about your experiences at two fairly large schools. How would you change your approach if you were with a smaller school, a Division I school in a state with two larger schools that raise a lot of money?

Answer: I think any athletic program has some good points, and you've got to find out what you've got to sell. After all, you are selling something. I think the community itself is proud of the fact that your college has an athletic program. I would assume that's true, and if somebody told me differently, I'd go 90 miles an hour in the direction of building community pride. I'd do basically some of the things I've talked about. Community pride means a lot. Just getting the school's name in the sports columns is something that you can't go out and buy. I think people in your community, regardless of how small or large it is, are concerned, and you can build on that. Appalachian State in Boone, NC, is up there in the mountains. But that school's athletic fund raiser has something to sell. People start reading about Appalachian State and just the word that the university and Boone are related is important. That's something that you have to sell to your community leaders, to your Chamber of Commerce. Try to get people involved and show them you've got a growing program in your particular area.

Question: How much have you raised at Vanderbilt in your last fiscal year?

Answer: I arrived there in June of 1979, and we finished that fiscal year on June 30. At that point we'd raised $213,000. For the following fiscal year we generated $1,024,414.56.

Question: What portion of that was from your IPTAY contributions?

Answer: The whole thing. We actually raised a little over $800,000 in money that we could spend this past year. Then, with the startup program we had at Vanderbilt last year, with a lot of new people coming in, and a lot of changes, we needed materials and gifts-in-kind. We got about another $100,000 in gifts-in-kind. I'm a firm believer in gifts-in-kind--weight room equipment, medical services, courtesy cars, and so on. I think that's just as important as getting $1,000 or $5,000.

Also, some people had contributed life-time scholarships, and the money was going somewhere else. When our new regime came in we said, "Well, that money has been given to athletic scholarships in the past; it needs to come into our fund." The money was designated for athletics, so we counted that to come up with a total of $1,024,414.56. I don't mind telling people how much money we raised, but we never have everybody comparing apples to apples and oranges to oranges. There's always something else thrown in. At a number of schools, if you give $1,000, you get four season football tickets. In my opinion, you're raising only $800 because you've given back $200 in tickets. I don't think that is legitimate. There are a number of schools that count that $1,000 toward their actual fund-raising goal. Our figure could actually be higher because we ended up getting a tremendous amount of money in July that we didn't have in June. I have no qualms about saying we raised $1 million. As down as our program and people were, we really needed something to brag about. So we are proud of what we did.

Question: What is a courtesy car program?

Answer: A courtesy car program is one in which individuals or car dealers in the area furnish a car to the athletic staff or in some cases to the alumni office or development office to use. In turn, you give them whatever privileges you want. At Vanderbilt we give them the privilege of what we call an "admiral." That is, we give them ticket privileges equal to those we give someone who has given enough money to qualify as an "admiral." An annual gift of $699 makes someone an "admiral." You can make the level anything you want it to be. Some institutions give the car dealers tickets. Clemson and Vanderbilt don't give tickets to car dealers, but they do give them the privilege of buying tickets.

Question: What mailing lists do you use for your mailings?

Answer: In the beginning we used a list of football and basketball ticket holders. We also got a list from the Chamber of Commerce. We got a list of everybody we could think of. At one time we sent out over 55,000 pieces of mail last year at Vanderbilt. We almost started from scratch at Vanderbilt last year. Vanderbilt never decided it wanted to raise athletic funds until the new athletic director came two years ago, and he hired me. But Vanderbilt had never made the commitment to raise athletic funds. So it was like starting from scratch. But we had a great wedge in our basketball program. We had had years of success and sellouts. When we started telling people, "Hey, you need to join the Commodore Club, and we're going to give Commodore Club members the first priority on tickets," we got their attention fast. So we used all sorts of lists.

Question: If you're going to give that big donor first ticket priority, and you're already sold out, whom do you knock out of the box?

Answer: We told people: "If you join the Commodore Club, you're going to keep the same tickets that you had in the past. Join at whatever level you can." That's putting a little bit of pressure on them. Now, some of those people had as many as 38 tickets; some had as few as two. So we told them: "If you join at the $100 level, you're going to be able to keep the same tickets that you've got. Now, please understand that we know you can't use 38 tickets. And we know that you've given those tickets to somebody else. You let us put them in that person's name, you have that person join the Commodore Club, and he or she can keep those tickets. And during this transition year, everything will be OK." We had a number of people do that. We did end up with some people keeping as many as 12 tickets and giving us only $100. If the person gave us $100 and was sitting at mid-court and the person next to him or her gave $100,000, then they both kept the same tickets during the transition year. Now, if a person did not join and that center court ticket became available to us, then the person who got that ticket was the one who gave us the most money.

Question: Are volunteers satisfied if you raise money to support the already established budget for your athletic program, or do they tend to want to raise money only if it will help something that otherwise might not happen, with a restricted gift?

Answer: I have always been against restricted gifts in athletic programs. I really don't think that's the way to go. If you've got a strong swimming coach, that person can go out and raise a lot more money than some of the other coaches can. I hate to say this, but if you don't have a good football or basketball program, you're sunk because football pays the bills for everything else. I tell people this: "You know every sport is going to be funded to the best of our ability to fund it." I tell our workers this: "You get money for the central purpose of our club, whatever the name of it may be, and then let the athletic department or director decide where that money is going to be best spent for the total program." I think most people have accepted that through the years.

ATHLETIC VIABILITY: MAKING IT HAPPEN

Homer Rice
Athletic Director
Georgia Institute of Technology

This is a people business. I believe any program has to be one of high principles. This is why we have collegiate athletics. We have to start with a solid base of principles and go from there. If we don't, we've lost out.

Because I'm relatively new at Georgia Tech, I'll share with you some things I've learned at North Carolina and other places. At North Carolina, for example, we used a follow-up survey to find out what happened to our student athletes after graduation. It's amazing what happens to them, where they go, and the feedback you get. This is one way to determine the success of your program. We can talk about how much money we raise, and we can talk about scholarships and championship teams. But what happens to those young people when they leave? What do they become? I think that is what our success is measured by.

We're not in professional sports; we're in education. We are supposed to train young people for life. If we miss out on this, we've missed out on the greatest cause of all, and we've lost the big game all in one shot.

I believe the program that represents this principle today is going to be a top program. The tide is turning. People are realizing that this higher purpose is very important.

Of course, I wish our athletic programs could be funded by the institution. It would solve a lot of our problems. When I was at North Carolina about 1968, we were just starting the fund-raising effort. We were one of the first to get really involved with fund raising, and we were very successful. Our programs began to grow, and we had more to work with and more things to do. We just kept trying to stay ahead. And as we were trying to stay ahead in the Atlantic Coast Conference, other schools were doing the same thing. They started catching up, and it became very competitive.

We find ourselves today needing a terrific fund-raising operation to build a solid base. So how do we do it?

First, we must have this base to work from. Whatever institution you represent, whether it's a large institution or a small college, you need a base. It may come from gate receipts, fund raising or the institutional budget. Whatever your base, that's where you start.

The income-producing sports, financed through gate receipts, pay for those particular programs, whatever they may be. For scholarships, we go outside to raise the money. We raise scholarship money for all our sports, including men's and women's sports, in one lump sum. Beyond that, we go out and raise money for capital improvements, for facility needs, and other things for our program.

That leaves non-income sports. How do you go about financing them? You do it from profits or whatever you have left over from the resources I've just mentioned. Or, you can use student fees. Student fees are one way to offset non-income sports.

How well you manage and develop these three areas will determine the type of program you can have and the type of competition you can be involved in. The leadership and the organization are very important. I believe in motivation, and motivation to me is written planning.

THE WRITTEN WORD

I believe in writing everything down. When I went to North Carolina as director of athletics I had previously been a football coach. I went to my office, closed the door, sat down, and waited for the telephone to ring. I knew very little about being a director of athletics. In those days, the coach became the athletic director; that's no longer always true. The athletic director now is a professional person who is trained in that area. Several schools are now beginning programs in sports management and sports administration.

So I got busy. Fortunately, through the years I had done some studying and research in management. I began writing things out. Before I knew it, I had a program. I kept writing and developed what I called the "Leadership in Athletics Program." It's published through the Success Motivation Institute. I developed it for my own use, so I could train myself and be prepared to meet every day-to-day situation as an administrator, as a leader, as a motivator, and as an achiever.

From that point on, I realized how important staff training is. Selecting the right people or changing to get the right person is important.

At Georgia Tech we have organized a development and athletic relations program, coordinated by Assistant Athletic Director Jack Thompson. It encompasses all of our fund raising, marketing, promotional work, public relations, and everything we do that draws income for our program.

When I was at North Carolina we limited fund raising to scholarships for worthy young men and women. At the time we wrote down, "young men and women," we didn't have a women's program, so we were really ahead of the game. We were thinking in the future.

As time went on, we needed more money for facilities and capital improvements. In most cases, the institution must provide its own financial arrangements. You don't have money coming from the state or federal government or the school itself. Most places I've worked we've had to generate our own income and finance our entire program.

At North Carolina we eventually opened up fund raising to include capital improvements. We're just now doing that at Georgia Tech. Georgia Tech was late getting into this area because, as with many institutions, several years ago gate receipts covered everything. We needed fund raising and student fees for scholarships and improvements. We kept going after these things because we knew where we could get the money. It's frightening when you go into a new year and don't have a dime to start with. You speculate that you're going to gain so much from gate receipts. If you have student fees, that's the only fixed income you have. We're operating now on a $5.7 million budget.

SCOUTING CONTRIBUTORS

Where are the contributors, and how do you get them? At North Carolina each community in the state has a chapter. We did not try to combine three or four. I think combining them is a mistake. Each one has its own identity. We categorized them by size, and had competition in those categories.

We would go into a community such as Charlotte and say, "You ended up number three last year. Durham and Raleigh were ahead of you." That got Charlotte on the ball, and the chapter got excited about becoming number one in its category. We had awards for people who did well in fund raising in the different areas. We set up a fund-raising network that would cross the state and also go into other areas. We'd allow the award winners so many extra football, basketball, or ACC Tournament tickets, which were like gold at that time. I'm sure they still are. We might take them on a trip with the football team, which was an award they really cherished.

Chapter meetings are extremely important. To be effective, the meetings must involve the head coaches in the major sports. Do not separate men's and women's sports. That's how I believe in doing it. The chapter meetings were the most successful fund-raising methods of all because we went right to the people themselves. You should have the coaches talk during your program, and you should have a couple of players present. You can also have door prizes.

There are many promotional activities and a lot of ways to attract attention. But to me the chapter meetings are the main source.

PRODUCTS AND PRINCIPLES

Of course, the big thing you're selling is the principle of the program. When your team is doing great, you have a winning team to sell. But when you don't have that, what do you sell? There's only one thing left, and that's the principle. To me that's the most important thing of all. That will take you through the good days and the bad days. I've been through both of them and I know what they're like. You have to sell the principle of your program, what you're really trying to accomplish for young people.

If you don't believe in the principle, you can't sell it. If you happen to have a good year along with it, then your success goes up that much more. We have many people who are not alumni or connected with the institution, but who came into the program just to be associated with it in some way, and who later made some contribution to the education system.

The product is out there; you just have to sell it. The tax-deductible aspect is enticing. There are people who want to give their money to worthy programs, especially if they're alumni of your institution and you're doing well. But there are also people who just want to give money to a viable, good program that means something. They're looking for ways to use their money. It's your job to find the people who want to put their money in viable programs of this type.

What do you do for the contributors? You can't promise them anything, but you can say that last year you were able to allow so many tickets or parking benefits, or enable them to come to chapter meetings. And, of course, you can tell them they get letters, brochures, other mailings, special trips, and things of this type. There is something for them, whether it's tangible or not. There is something to sell if you go about it the right way.

PLANNING SUCCESS

The way to approach a program is through planning. It has to be written down. You start with a commitment. You must decide what you're trying to accomplish. Starting a fund-raising program doesn't have any meaning unless you have something you're trying to accomplish, whether it's providing scholarships or building a facility. What have you decided to accomplish, and how much do you really need? You have to put down in writing exactly what you want. That starts you out on a course of action.

Next you have to set a target date. When do you want to reach your goal? It's amazing how quickly things happen before you think they will. A lot of good things will come along when you set a target date. Knowing you have a deadline to meet starts the action. It brings you to the program's ingredients--what it will take to raise the money to accomplish your goal.

Write down everything it will take, all the ingredients. If you don't have a plan of action, nothing will get done. You just don't hire people and tell them to bring back so much money. You must have a plan of action.

You should also practice an important mental exercise, one that I really believe in. I've studied the subconscious mind, and I believe you have to visualize exactly what you're going to achieve. You must see the type of program you're going to have, the funds you'll raise, the scholarship in effect, the building you're going to build. You have to visualize these things happening. This doesn't apply only to the top person. Everyone on your staff has to have this feeling. You must see these things and not just talk about them.

The next step, of course, is to believe success can happen. If you don't, it won't happen. You might have to say, "I really believe" a hundred times a day. You might have to change your negative thinking to positive thinking each time it comes into your mind. This is what it's going to take. Every member of your staff must believe this.

I believe in setting goals, in having personal goals and staff goals. I believe they work together and must be coordinated. This is what we're all after in the long run.

Another important point is: Expect it to happen. This is when it's fun. Things start rolling, and you start expecting success to happen. I've seen certain football teams go out there expecting to win, and you can tell the ones that do. They have a different flare about them, and they normally do win.

It's very important that we work on that attitude in a systematic way. I believe there is a scientific approach to becoming a winner. Of course, you're going to have wins and losses, peaks and valleys. But there is an affirmative, scientific approach to becoming a complete winner. Your future will be the result of your plan. I know it's difficult to predict the future. It's presumptuous to design what it can be. But if we don't plan the future, it will never happen. We are exactly what we plan to be--nothing more, nothing less.

Philosophers, teachers, wise people of all time have disagreed on many things, but on this subject they agree. I believe we can gain whatever it is we're after with a systematic, planned, and very positive approach and with much enthusiasm. I've never seen it fail if you go about it this way.

At Georgia Tech we have organized our efforts. This year has been an organizational period. I think Georgia Tech has reached its low point. It didn't get there by accident. But fortunately we've made a commitment, and we're going to bring back success. We're going to do it the right way, with high principles. We'll build a program with a sound, step-by-step process. We will have people who believe in the way it should be done, and that's the way it's going to be done. We'll be competitive and still maintain the high principles of our institution. To me this is what it's all about.

WINNING TECHNIQUES FOR RAISING FUNDS

Jack Thompson
Assistant Athletic Director for
Development and Athletic Relations
Georgia Institute of Technology

At Georgia Tech we are involved in an innovative program with our new athletic director, Homer Rice. Two techniques of his have had a particular impact.

One is the "Leadership in Athletics Program" that Coach Rice developed for administrators in the field and published through Success Motivation Institute. At Georgia Tech the administrators of the athletic association meet every Thursday morning for the program. The course consists of tapes and written materials that have helped us form a master administrative plan. It has been one of the most valuable things I've been involved with.

The other valuable tool is the keeping score technique. When football or basketball season is over, someone may ask, "Well, now what are you going to do the rest of the year?" We've all heard this at one time or another. We know that collegiate athletics today must be administered by full-time, competent business people. You should not be stymied when someone asks, "What do you do? What have you done?"

I have a notebook and I keep track of what the people that report to me do on a day-to-day basis. It also gives me a reference for the following year. From time to time we go back and evaluate the programs we're handling. Coach Rice introduced this program when he assumed the position of assistant to the president and director of athletics at Georgia Tech.

Last year we raised almost $6 million--$5 million for capital improvements for an athletic center and over $900,000 for operational work with the Alexander-Tharpe Scholarship Fund. When I say "we," that's exactly what I mean. Ours is a tremendous team effort. The effort must be led by your athletic director, and this is the case at Tech. The president of Georgia Tech, Dr. Joseph Pettit, is also the chairman of our Athletic Board and Alexander-Tharpe Fund. This is as it should be. Athletic Director Homer Rice is also assistant to the president. I think whoever is directly involved in athletic fund raising at any institution must report to the athletic director.

START AT THE TOP

We have a board of trustees that governs our fund raising, and the trustees are chaired by the president of the institution, as I mentioned. This is a very good area for starting your fund raising--with your top-level contributors. Get these people involved in a leadership capacity. We have had five trustees, and recently changed the charter to allow us to have 25. We're looking at the possibility of rotating the memberships of these people on a three-year basis.

Experience shows that if you get people involved in a leadership capacity, their contributions to the program will increase. We've been able to triple and in many instances quadruple our upper-level contributions by direct involvement.

THE TEAM CONCEPT

Our progress is the result of organization. All of you are familiar with the team concept, which is very important in fund raising. Our approach has been to have alumni chairpersons at each giving level. Each chairperson, of course, moves up to another giving level at some time. The chairpersons also have various members at their contributing level working for them.

Our fund raising is organized very well in the Atlanta area, where most of our constituency is. Those of you in smaller communities will have to do a much better job of organizing the various clubs you have.

We have organized our Yellow Jacket Clubs around the state. We now have about 25 in major cities in Georgia and surrounding states. In each club we have six people directly involved as officers. One of them is in charge of helping us solicit gifts for scholarships and capital improvement. One of them is involved with helping us get transportation for our coaches via private planes or automobiles. Another is responsible for helping to place our athletes in positions after they graduate. Still another committee member is involved with media coordination with our sports information director, and another with marketing and promotions. We find it valuable to have club members remind newspapers that there are people in the community who want to read about Georgia Tech. Of course, we have an overall chairperson to coordinate all these efforts in each club.

We have a special events chairperson in our alumni group in Atlanta who is in charge of planning various functions for our membership. We start off each fall with a large cocktail buffet for all upper-level contributors, our $1,000 and up donors. This is the area you really have to push. I've heard it said that 80 percent of the gifts to your program will come from the upper 20 percent of your contributors, and I've found this to be true. I spend the majority of my time with these people.

One problem we all have is getting rooted in the office and ending up being an office manager rather than someone who has an opportunity to visit with people. I consider one of my strong suits the ability to visit one-on-one with people and ask them to do things for Georgia Tech that they would not ordinarily do. We have to budget our time and efforts in this direction and organize our office to allow for this emphasis.

Our special events chairperson, Carey Brown, is in charge of planning get-togethers to make personal contact possible. He is an alumnus and a former president of the student body. He's been out of school about 15 years and was selected as the outstanding young alumnus of Georgia Tech last year. He's well known. He helps organize a number of functions, including one before each home football game. We've been having the functions in the alumni faculty house, but starting in 1982 we will have them in our own new $6 million athletic building.

If you don't have the personnel or the time to plan events of this type, get volunteers to work for you. Every successful person in fund raising is able to get people to help the institution's efforts.

We also have a renewal chairperson. Each giving level--$500, $1,000, $3,000, and so on--has a committee and someone in charge. These people remind their members to continue to give and to raise their sights. The renewal chairperson each year writes a letter urging participation. This is one more person you can inject into the system to encourage people to give to the scholarship fund. We believe in getting people involved. Our overall chairperson, Henry Maddox, visits in person and writes letters, too. Consequently, our constituents are hearing constantly from someone at Georgia Tech. I think this is a necessity.

TECHNIQUES AT TECH

I operate as assistant athletic director for athletic relations and development and also as the executive director of the scholarship fund. The sports information, publications, marketing, and promotions and fund-raising efforts report through me. The person with this responsibility must be able to move the people within the athletic association, to say, "This is where we need to go, and this is what we need to do." I have great cooperation from our coaches and Homer Rice. Whenever we need him he is available just where we need him, and he informs everyone in the department of the importance of fund raising. Bill Curry, our head football coach, and Bobby Cremins, our basketball coach, are also available.

The athletic association has a breakfast club every Thursday morning during the season. We invite all of our top contributors and say, "You're invited to come to breakfast as the guest of the athletic association every Thursday morning if you will bring a prospect with you." We have many who won't miss this event. The breakfast is good, but it certainly doesn't warrant getting up at that particular hour of the morning, unless someone is really enthused about the program. Some people come every Thursday morning and bring a different prospect with them each time. Some never come. The first morning we had the breakfast this year we raised $32,000. That doesn't happen every time. But it has happened to us, and it can happen to you.

We have a telethon every year that's very effective. For instance, one evening we'll focus on $500 contributors. We get about 20 people in the athletic office and use the WATS or local telephone lines to get in touch with our $500 contributors and ask them to raise their sights to $1,000. The results are great. We don't win them all, but at least we've communicated with people. During our last telethon about one third of the people we contacted agreed to raise their sights from $500 to $1,000. One third of them said they would consider it, and one third said they were happy where they were. We felt that if nothing else, at least we touched base with them, told them that we appreciate what they're doing, and told them what our ambitions are.

Each year we also have mass mailings. Mail is important because it reaches a lot of people fast. We don't have many alumni at Georgia Tech because of our small student body. We have considerably fewer alumni than most major institutions have, so we try to reach every alumnus and friend. In our mail packet each year we have an introductory letter that often comes from Dr. Pettit, our president. This year the letter is coming from Athletic Director Homer Rice. It's an excellent letter describing what we need to do to ensure the viability of our program.

In conjunction with that letter we have a brochure that explains what the program consists of. The brochure also has a chart to show where the funds go. We think this accountability is always important. The integrity of a program has got to be ensured; people have to believe in what you're doing. So we believe in telling them how we're spending the funds we receive.

The brochure is produced in-house. I usually plan it with our sports information people. Fortunately, we now have a publications expert on the staff. The brochure is a very attractive and eye-catching piece, and is very effective.

The most important thing included in the mail package is the pledge card. You have to get people to sign for what they will do. A lot of people get carried away with the enthusiasm of the moment and they love to tell you what they will do. When you get them to sign for it, generally they will go ahead and do what they've promised.

The brochure includes a recognition card, too. On this card we ask people to give us permission to include their names in the list of contributors. We include a list of contributors in our football and basketball game programs, and anywhere else that we possibly can to ensure that people know they're appreciated. Someone may see a name listed and want to be included with that person. This is important. Occasionally a contributor will not want his or her name in print for one reason or another, and we respect this wish.

The mail package also includes a deferred giving card. Deferred giving is one of the new waves in fund raising, and it's extremely important for people who are willing to consider Tech in their estate planning. People may want to include your program in their wills or contribute through many other methods of deferred giving. Georgia Tech has a specialist in deferred giving in the office of development, and we can ask that person's advice if we have a question. We are presently developing a specialist in the athletic association.

Our deferred giving card lists four or five options for contributors. We ask the person to check on the card if he or she would consider a deferred gift to the Alexander-Tharpe Fund. We don't get a tremendous number of these cards back, but you would be amazed at the gifts we have received through deferred giving. Of course, it's necessary to follow through on these responses and keep records so that you're aware of what to expect.

Then, of course, we include the ever-important return envelope for people to send the results we're trying to ensure.

We have a second mailing, usually about two months after the first mailing, to pick up those people who didn't respond to the first one. Our level of renewals is very good. We have a problem encouraging new people to get involved. Our alumni association at Georgia Tech is very active. We don't consider ourselves in direct competition with it. We discuss our mutual problems. The biggest mutual problem is always to get one more person involved. This is what we're both always aiming for, and a sound athletic program will encourage gifts to all areas of your institution.

Upon receiving any gift, no matter how small, I send a personal thank you letter to the individual. We also send a recognition card, which serves as a membership card. The person can use it to be admitted to team practice and to any non-revenue sports contest. It serves as identification around the campus. People are always proud to have these cards.

KEEPING RECORDS

One thing that's extremely important in ensuring the integrity of your program is recordkeeping. Everybody has problems with recordkeeping from time to time, and the computer is great as long as the computer operator is great.

We always have records available so that if someone calls my office and asks, "What have I done?", I don't have to hang up and call the person back. I have on hand several different forms of records. My secretary has everything organized by zip code in one book, alphabetized in another, and classified by giving levels in another. Also, we can rapidly find the records we need on microfiche.

Most institutions allow contributors ticket priority in their ticket distribution systems. This is a rather delicate area. At Georgia Tech we try to give contributors to the scholarship fund consideration as far as tickets and parking are concerned. That's a great motivating factor. I find that people are often as motivated by parking as they are by tickets.

Georgia Tech recently joined the ACC, and we've had a great change in basketball interest. Basketball had not been an income sport at Georgia Tech, but we are already seeing the results of what basketball can do for us. It hasn't yet reached the heights we would like, but we are headed in the right direction.

SAYING THANK YOU

People always need to realize that benefits from their gifts to the scholarship fund accrue to them because the athletic association wants to thank them for their gifts. Once again, you must ensure the integrity of the system. You must make sure that nobody overrides the system.

We don't use trade-outs extensively at Georgia Tech, but I'm a great believer in rewarding people who help with the program. We invite as guests to games, for example, the dealers who supply us with automobiles and the people who supply airplanes for our use. Showing appreciation by this method is always well accepted.

I keep beside my desk a list of all top contributors. Our top list includes those giving $3,000 or more. I have their phone numbers, and if I get a break in my day, I'll give them a call just to touch base because these people are really helping the program. I like them to know that I'm accessible. I also tell them how to get in touch with me. I want them to know that we have an open-door policy.

Our athletic director is fantastic at getting in touch with people, if I just give him a name. If you give them appropriate leadership, your athletic director, head football and basketball coaches can work miracles in opening up doors for you.

PROCESSING FUNDS

At Georgia Tech, we process our funds directly through the ticket office to the accounting office. I personally do not want to spend time being an accountant. You must have an expert handling the funds, and I don't think the person raising the money needs to be the person who is counting the money. You've got much more important things to do. I want to know who contributed, and I want to know what the totals are. At the end of each month I get a chart from the accounting office, and we distribute this to the appropriate places. When we have a trustees meeting, it is always available. The chart shows the progression of fund raising at Georgia Tech over the last six or seven years so that our trustees can see what we're doing this month as opposed to several years ago in that particular month. We always hope that we're heading onward and upward, and so far we are doing just that.

THE PERSONAL TOUCH

Personal visits are extremely helpful in fund raising. I'd like to say that I make as many personal visits as I would like, but I don't. I've always felt that one-on-one with somebody I can explain the program and make our situation better. Anything you can do to get out and see people is the most important thing you can possibly do. That's the way the big dollars come in. It's just like recruiting athletes, in my opinion. There are a lot of reasons athletes will come to your school. But in the end, they usually come because one person at the school has become so involved with them that they want to be involved with that person over the long haul.

In recruiting funds, it is important to share a good one-on-one relationship with people. I keep a monthly calendar of what I plan to do. I can't always follow it, but at least I have a plan. I can look back and say, "OK, this has been accomplished." If I haven't accomplished a particular task, at least I have a reminder and I can try again to get it done. The calendar also helps to remind me of what we did last year.

I also have a meeting every two weeks with the people who report to me. We have a chart for our entire department that lists the things we want to do, when we want them to be completed, and the steps involved.

The fund raising for our new building was a tremendous success. One of the things that ensured success was the fact that our new athletic director and head football coach arrived on our campus at about the same time. The enthusiasm among the alumni at Georgia Tech now is at its highest point.

For fund raising for our new building we employed professional counsel. We set up five different fund-raising groups. We spent a lot of time on prospect evaluation and research to decide how much each person could give. We didn't always get the numbers we expected, but quite often we were successful.

CHALLENGING DONORS

We also set up a challenge gift. This is the most important thing you can do, since with a capital campaign for something that will cost millions of dollars, you're looking for a seven-figure gift. You need to set up a challenge gift; you need somebody who will give you close to half the money for the program. Such a donor needs to have the right to designate the name for the building or stadium he or she is giving the money for.

We organized a steering committee identifying six-figure prospects. Members visited with prospects one-on-one to determine if they could give us $100,000 to $1 million. In some cases we were successful in that particular area. President Pettit was most successful in the matching gift and major gift area.

We established a major gifts level of five figures, a special gifts area that falls at four figures, and, of course, a general solicitation to get smaller gifts. It was very successful; we raised the money in the anticipated amount of time.

When Homer Rice came, he decided to add another floor to the athletic building. That made the building more expensive, but it showed people we were interested in having our entire athletic department in one area. We were able to put together the funding for that in a reasonably short period of time.

We accepted pledges over a three-year period. If I were doing it again, I would be more specific about when people should pay their pledges. Getting a big-money pledge is one thing, and getting the money in hand is another. I think everybody is a novice until you do it one time. But we have a lot of professionals at Georgia Tech now in capital fund raising. Fortunately, Homer Rice has been involved with things like this before and gave us a lot of expert guidance when he came along, as did Warren Heemann, our vice president for development, who organized the campaign.

Question: Are the breakfast meetings open only to those who want to donate $3,000?

Answer: We have this meeting primarily to encourage people into the $1,000 and up group. We'll invite anyone we feel can encourage someone to make a gift of $1,000 or more to our scholarship fund. Once a year we have a general luncheon at our training table. People love to come to our training table; that's where they want to be, and that's where they want to be seen. We have a $500 group. And we try to set high goals for our contributors. We think people at the upper levels deserve extra consideration. We think they deserve the extra perks. We hope others will see what's occurring to them and follow suit.

Question: What was your average attendance at the training table?

Answer: Our attendance runs anywhere from 10 to 35. I think 35 was the largest group we had. It's best to be small. Then when Bill Curry or Homer Rice come in, they're able to meet people and really spend a few minutes with them.

Question: How many contributors do you have in your club? Do you give out tickets for the gifts? And in the facility campaign, were privileges given for gifts to the facility?

Answer: First, the number of contributors right now is near 3,500. No, we don't give out tickets; everyone pays for his or her ticket. And no, we didn't give privileges as part of the facility campaign. There were some who questioned this. However, everyone agreed that since it was a one-time gift, there was no way we could really rework our ticket structure. We didn't have many complaints.

Question: How many contributors did you have to the capital campaign only?

Answer: Somewhere between 1,500 and 2,000. Most people who contributed to the capital campaign were contributing otherwise. We envisioned that our scholarship fund would drop off because of the capital campaign, but this has not happened.

The alumni association put on a campaign of its own for the athletic association and raised $150,000. This was a mail campaign, and there was great cooperation.

Question: How much was the challenge gift?

Answer: Our challenge started out to be $2.5 million, and, fortunately, we were able to rearrange it as we set our sights a little higher. If we were starting all over again, we would try to make it a little higher at the outset. Foundations are interesting. If a foundation wants to become involved, it will do almost anything you ask it. Getting a foundation initially to come forward is difficult. It goes back to the other principle of fund raising--you need to ask for more than you really expect to get because it usually takes more to finish a project than you think.

Question: What kind of coordination do you have on a regular basis with Warren Heemann, the campus vice president for development?

Answer: We have very close coordination. Warren's office is tremendous. We have an interesting situation in that our alumni association raises about $1,200,000 a year. It's unusual to have two campaigns that together are raising over $2 million a year in general support for the institution. Warren has worked with us very closely. I meet with him on a regular basis, and he meets with Homer on a regular basis, too, to ensure that we don't have any conflicts. Just by his nature, he's an excellent person to get along with, as you know. We get a lot of professional advice from him when we need it. His staff has a great deal of professional competence in many areas.

Question: Apparently you send out a lot of mail. Do you use bulk mail or first class?

Answer: We use bulk mail, except for small mailings, unless it's a message we must get to a specific group in a hurry.

CHATTANOOGA: FAST TRACK TO SUCCESS

Dr. Ian T. Sturrock
Vice President for Development and University Relations
Bradley University
Former Vice Chancellor for Development
University of Tennessee at Chattanooga

Our athletic fund raising within the UT-Chattanooga Development office came about by reaction rather than design. Our state-assisted institution was working with a Division II program that was just starting in women's athletics. We were prohibited from contacting our alumni directly because UT-Chattanooga is part of the University of Tennessee System. Yet we needed money because we were determined to have a decent athletic program worthy of the city of Chattanooga.

The key was people: volunteers who were willing to work for nothing. The secret is to believe you can do it and get other people to pick up on your faith. Athletic fund raising at UT-Chattanooga involved a lot of volunteers, very few staff members, and our athletic department, whose members gave unselfishly of their time and effort.

One of the problems we faced may also ring true in your school. We were trying to avoid having some things charged against athletics, so development provided a service for them. Athletic fund raising was in my budget so it wouldn't look like another responsibility hanging around the athletic director's neck. We had 10,500 seats in football, and when we started we weren't selling all of them. We had 4,177 seats in basketball. We were selling those, but 1,800 of them were occupied by students, so only 2,300 produced full revenue. Thus, we had a very limited ticket base.

We had several nonrevenue-producing sports, and our women's program was just getting started. We decided to work with our community, and people in Chattanooga are willing to work. We tried to do two things: We wanted to raise money without hurting ticket sales, and we wanted to prevent any conflict with the United Fund's fall campaign in the community. No fund raising takes place in Chattanooga other than United Fund efforts from the last week in September until the goal is achieved, usually the first week in November.

What evolved was a summer campaign that started in early June and was completed and wrapped up by the kick-off of the first home football game.

Why did we choose a personal campaign? First, we were prohibited from doing much in the way of direct mail. As you know, if you're mailing to noncontributors and get a 3 percent response, you've done a good mailing. If you conduct a telephone campaign to noncontributors, a 10 to 20 percent response is considered exceptional. But I'll promise you this: If you get volunteers motivated to make face-to-face calls and they believe in the product, you'll probably come away with a gift one out of two times. Who can beat odds like that? Telephone calls, and in some cases letters, are fine for renewals. But I'm talking about new gifts.

We knew what we wanted. We wanted all our development efforts to have some uniformity. We wanted people to give through a coordinated appeal. We didn't want volunteers trampling over each other to reach a few contributors. We wanted people to realize the importance of giving to the library, to athletics, and to every other priority of UT-Chattanooga. We wanted some consistency. And we wanted to prevent fragmentation and the kind of thinking that implies, "These are my contributors; those are your contributors."

We wanted people to understand that athletics is very important, a high priority, but that it didn't replace all other priorities. We wanted to give our effort professional treatment. Our athletic department had a very small administrative staff, at one point consisting of only the director and a secretary, who served as the ticket manager. We also felt that the personal approach would give us the highest ROI--return on investment--, and it really does.

For the cost of a few pieces of mail, one event, and a $6 dinner, we were getting about 1,500 calls made face-to-face that netted more than 800 gifts. We also found that when we had our effort under one roof, we could effectively use the challenge concept on an annual basis, and we could use other techniques. Other methods evolved, such as a precampaign mailing. After a couple of years, people said, "You don't need to send a worker to see me; you can count on me, and let me know if you need more." An extremely effective volunteer chairperson was able to get the first 40 percent of the goal each year through a campaign mailing that said effectively, "We'd be glad to come to see you, but you told us you wanted to hear in advance what our problems were and what we needed."

Here's a summary of the campaign techniques we used:

EVALUATING PROSPECTS

Where did we start in compiling our list? Remember that our school was a "have-not." Knoxville up the road plays Division I, plus football, basketball, and everything else.

Alabama is not too far away down south, and Vanderbilt is over to the west. We were playing Division II when we started, and later moved to Division I.

We started compiling our list with our ticket holders. We felt that those people might have the greatest motivation to support the athletic program at Chattanooga. The coaches and the athletic director put together a budget--let's say it was a $1.3 million budget for all sports, including tuition. That's not very big. To continue, we knew our tickets were going to bring so much income, and we knew that game guarantees, TV proceeds, and so on would bring in just so much more. And then we knew that gifts were going to be in the range of roughly $250,000 a year.

One of our basic campaign approaches was: "Would you like to think about the athletic program at UT-Chattanooga if it were $1,050,000?" The answer was obviously a collective, "Good, gosh, no. We couldn't do it." Some coaches asked, "What's the benefit to me of a united approach?" The athletic director's answer to women's athletics, to nonrevenue-producing sports, and to football was, "Would you like to build your budget on about 82 percent of what you had last year?" That got people's attention. Our loyal supporters may have begun as football enthusiasts, but we hoped they would soon be supportive of every sport.

So we started with ticket holders. We didn't want to lose a ticket sale, but we wanted to gain a gift. We also used the country club lists from our general area and rosters from major civic clubs. We got lists of contributors to other projects in the area, such as museums and galleries. We also listed our past contributors. Most of you know what a "lybunt" and a "sybunt" are. (A "lybunt" is a "last year, but unfortunately not this," and a "sybunt" is "some year, but unfortunately not this.") We were looking for those folks.

Then we asked one other question. "Since we're limited in what we can do with alumni, who stands to gain the most from a successful Chattanooga athletic program?" Certain businesses would benefit. So we went to our Chamber of Commerce and got a roster of every business within a 40-mile radius and began evaluating them as prospects for athletic gifts.

We started off with about 500 prospects the first year and moved up to about 1,500 by the third year. The quality of the prospects got better as we improved our evaluation process.

A good ratio to keep in mind if you're doing personal solicitation is this: One worker ideally can do about five cards and probably not more than eight. Some people will take the time to do eight, and we didn't limit them because usually we have more prospects than workers.

If you think you can reasonably organize 20 team leaders and maybe 80 other workers, then you can get about 600 cards worked and you need about 1,000 prospects. I'd allow about 33 percent more prospects than you think will actually be contacted.

In the evaluation process, how do you get from suspects to prospects? A suspect could be a season ticket holder, a business person, an alumnus, a person who usually gives generously. A prospect is a person somebody thinks will make a gift. We set a target. We said we'd like to concentrate on people who would, could, and should give at least $100 a year to the athletic program at UT-Chattanooga. We certainly would take any gift for less than that, but that was not our target population. We decided to invest our time in making calls on prospects with $100+ potential. And it paid off.

RECRUITING LEADERSHIP

There are several important characteristics to look for in the solicitation of top leadership. The leaders must have influence, the ability to open doors and to be just intimidating enough that no business person would deny them an appointment. We like them to be affluent enough to make a pace-setting gift personally or through their company. We were looking for people who weren't necessarily the most faithful in terms of being at every game, but who had sincere interest. We weren't looking for the best known former athlete. We were looking for people who really were sold on what the program could be. Finally, the leaders needed to have sufficient time to do what we asked them to do.

To solicit the volunteers' help, we used the chief executive of our university, the athletic director, or the head coach, if appropriate, to make the request. We simply said, "We want you to be the general chairperson. This will mean you'll have to make some calls on the top 15 corporate and foundation prospects. You're going to have to let your name be used, and you're going to have to ride herd on the captains who don't produce results." Make the job big enough. It's a mistake to start off by apologizing and saying, "It's not going to take much time, and we'll do it all behind the scenes." Make the job big enough to be worth the person's time and effort. Don't apologize for what you are asking.

Define the job. Know what you want. Don't say, "If you'll just say yes, we'll work out the details." Men and women who've had major successes in banking, commerce, and so on want to know what's expected of them. Some company heads even have a policy of going to their boards and saying, "I've been asked to take on this responsibility; this is what it will involve. . . ." They're not asking for permission; they've already decided if they want to take on the job. But it helps if they know what you have in mind.

As for timing, it's best to have the chairperson signed up about 120 days in advance of the campaign kick-off, but no less than 90 days in advance.

PACE-SETTING GIFTS

The athletic director and the general chairperson are key persons in obtaining pace-setting gifts. They must identify 10 or 15 people who can make four-or-five-figure gifts. A separate strategy will probably be necessary for each person. If you're securing a gift for a particular sport, how will a particular coach fit in? How can he or she feed names to the staff and help to get the job done? How can he or she identify people who have a special spot in their hearts for a particular program?

Research is necessary. This is the benefit of having the fund-raising effort in the total development office. You may already have a case history file on a certain family. There may be a family who has had a long-standing connection with the university, who may be interested in the development of a certain aspect of the athletic program, and who may be primed for a contribution.

You should also put together a leverage group. It's important to get your campaign off to a running start. We wanted to be sure that the one or two people making the calls were folks who would command full attention, be taken seriously, and get immediate action. The whole idea of pace-setting gifts is that on kickoff night, somebody can come out and hold up a big dollar bill sign to show the folks that it can be done and that 40 percent or more of the goal has already been committed through pre-campaign activities.

The role of the top leader is important in obtaining pace-setting gifts. I'd say that more of the person's time is used in this effort than on any other task. The athletic director and coaches are important, too, because they usually know two or three people who might make a four-or-five-figure gift.

Be cautious with "whiskey pledges." Some people will have a drink with the coach or athletic director and will promise money. You can't build your program on promises to go to the moon unless you get them confirmed as actual pledges. The auditors won't let you count them, and you'll have a hard time collecting in many cases. We got our coaches and athletic directors to understand that they should let us know when they got such a pledge. Then we could confirm it the next day with a gracious letter of appreciation saying, "Unless we hear from you, this is going on the books as of . . . ." In other words, they had to take action to remove the promise. Our rate in collecting those pledges was quite good.

When you're building your goal and getting pace-setting gifts, you must decide what the athletic gifts will be used for. Are they to balance the budget, or to provide an extra pool of money for recruiting in certain sports? Are they for scholarships? That's up to your institution.

At UT-Chattanooga, gifts were used to balance the budget. There was an additional incentive for the coaches, too. If a coach in any sport procured a new gift or increase beyond a person's regular gifts, the gift could be restricted for a sport. Everybody had some incentive. We did not introduce this incentive until the sixth campaign year, after we were pretty sure of that $200,000 to $225,000 base of unrestricted gifts for athletics.

When you're setting a goal, keep your timetable in front of you and make sure you're successful in meeting it. Don't be too bold, or even worse, too timid. Big goals attract big gifts. You also don't want to have the experience one of my alma maters had. It announced a $20 million campaign and called it off a year later with only $2 million committed. Unfortunately, that major university announced a colossal campaign without having about half of the money subscribed or at least knowing where it was coming from. Worse, the university then had to admit a major failure, which has haunted its fund-raising efforts for more than 10 years.

Although we'd all like to have million-dollar athletic campaigns, if $250,000 is something your school can reach, be realistic. Be sure to be successful the first few times out of the block. It will build great momentun for future campaigns.

PRECAMPAIGN PLANNING

In your precampaign planning, allow time to do some homework on your major prospects. A lot of people will wait until 90 days before they need the money to start doing something about it. Good fund raising is a year-round process. So allow time to do homework in advance.

Know whom you are going after: names, correct titles, and their relationships with a business or corporation. Decide whether you're going to use advance letters to announce approaching calls by your volunteers. Know what happened in previous years, even if you as an athletic fund raiser were not involved. Decide on the duties of everyone involved, from the president of the institution to the athletic director and coaches. Always analyze past performances to note trends and to evaluate your cadre of volunteers.

Get a running start on your various printing needs. I would never kick off a campaign unless the basic gift acknowledgments had been printed. When gifts come in, I do not want to make people wait six months for an acknowledgment and receipt. Nothing breeds success like a contributor getting a card or decal to put on his or her car. Somebody will ask, "How did you get that?" The donor can say he or she got it by making a gift of $100, $250, or whatever. Ego involvement and peer pressure will often contribute to success in securing athletic gifts.

It's also necessary to be accountable for how you spent the money you raised the previous year. It's important for the athletic director and others to be able to recite quickly the accomplishments of the program during the past year and the highlights of what is coming. Harold Wilkes, the UT-Chattanooga athletic director, had what he called his "bragging page," which listed the accomplishments of the school's men's and women's teams.

RECRUITING AND TRAINING VOLUNTEERS

We tried to do a lot of recruiting and training through the chairperson. Volunteers often provide the best motivation of other volunteers. But sometimes there are specifics that I can teach better than trying to program a volunteer to recite something I've written down for him or her. We tried to make sure that every training session involved the chief executive officer of the campus. We did not have a parade of 17 coaches at training sessions.

Remember, the mind can absorb only what the seat can endure. If your training sessions are longer than about 40 minutes, you've lost your audience. The concentration span of your volunteer is about the same as that of a five-year-old. So make your training short and snappy.

Captains in our structure were responsible for making key calls, supervising other people, and most of all for recruiting five or more dependable people who would complete their work within a six-week period. Workers in our structure attended a kick-off meeting about one month after the captains' meeting, and they were responsible for making calls within a six-week period.

The kick-off meeting we set up was our way of training all volunteers. It was really a one-night stand. The captains' meeting was motivational; we didn't assign any prospects, and it was held about 30 to 45 days before the kick-off.

The kick-off meeting came at the official announcement of the campaign. We had people in by 5 p.m. and they were on their way home by 7 p.m. During that time they had a 45-minute briefing on what to do, how to do it, which end of the pledge card to tear off, and so on. Then they picked up their prospect assignments, ate dinner, and, we hope, left highly motivated. We wanted them to leave feeling "psyched" to succeed.

We couldn't promise our workers we'd be in the Orange Bowl, but we could promise them we'd do our best to be a dominant force in the Southern Conference. We told them we were working on improving our stadium and were doing some things that, at least in our league, were important to them. We were getting some TV exposure, and so on.

You should have training sessions to instruct and motivate volunteers and to allow them to pick prospects. (Please do not mail the names of five prospects to a volunteer.) The reason we get people to complete their calls is that they picked the calls they wanted or felt confident they could make.

We learned one thing in successive years: If a worker is successful in getting a gift, let him or her make that call again the next year, unless the worker doesn't want to do so. Sometimes a worker will say, "I really don't want to call Dr. Jones anymore." You must respect that preference.

STAFF DUTIES

There are 10 or 11 staff duties. My responsibility and that of the staff member on campus who works on athletic fund raising was to supervise the overall chairperson and certain captains. Our job was to identify the prospects and get them evaluated, to develop the support materials, and to find the money in the budget to get the job done. We also had to train the workers. We were to make certain calls ourselves in situations where we could be helpful. We needed to motivate workers and captains during the tough six-week period between the campaign kick-off and the final report meeting. We found that a third of the people go through their tasks like a hot knife through butter, a third will complete their assignments if you stay after them, and with a third you need to pick up the loose ends and get them reassigned in many cases.

Our job was to be the devil's advocate, to look for potential problems, and to call them to the attention of the right person. If I've given $250 to be in the Stadium Club, I want my cards, my tag, my preferential seating application, and so on. Recordkeeping and follow-up are very important. We also had to pay attention to the gift clubs, donor recognition, and planning for the next year. In other words, we had to spot things during the campaign that needed improvement. Even the best machine needs fine tuning, maintenance, and adjustment.

We also approached the captains to get their help. There was a job description for the captains. We asked them to pick five or more effective workers who would have the time during the summer to make calls in the six-week period. We asked them to be responsible for completing calls not done by their workers, in case somebody dropped the ball or ran into an embarrassing situation. We stayed away from people who would say, "Well, I'll be back after Labor Day and I'll be glad to make the calls when I come back." We wanted to be able to announce success shortly after the first of August. We wanted people who had enough knowledge of the program to be able to motivate the people working below them in our pyramid structure.

The workers' duties were to pick five or more prospects, to make the calls quickly, to see the prospects face-to-face, and to return information accurately to our office: address changes, name changes, who owns the company now, and so on. We wanted to have a reason for every turn-down and accurate information on every gift. Our pledge cards had two stubs. The donor signed the big stub, which was for a gift. The middle stub indicated the person's past gifts. The third stub was used for the worker to sign out the card so we would know who handled it.

One time a worker left on a stub that said, "Please ask for . . ." on it. The prospect looked at it and said, "I'll give that, but not a penny more." Little did the prospect know that sometimes we were glad to get 50 percent of what the prospect was evaluated as capable of giving. I guess in some ways we might have wanted to leave the stub on a few more cards.

I don't want to leave the impression that our athletic directors and coaches weren't involved in the campaign. They were very important to the campaign. We wanted their help in identifying key volunteers and making certain calls whenever the influence of a coach was important. We also wanted them physically present at captains' meetings, workers' meetings, and report meetings as a way of motivating volunteers. We wanted them to spot prospects, and we wanted them to publicize the importance of the campaign. We wanted them moaning and groaning about the bad effects of a $250,000 reduction in the athletic budget and how much better it would be if we could operate at the higher level. Coaches can do that more effectively than anyone else!

CAMPAIGN TIMETABLE

About 90 to 120 days before the kick-off, make sure you've got your overall chairperson recruited. If you've learned that it takes a long time to get one, you need to start well in advance. With luck, you'll need to make only one call. If you make one call and you get that person as chairperson, then you've picked the right person.

Second, determine your needs: Are they scholarships, extra money for recruiting, or balancing the budget?

Third, settle any internal hassles. Will checks be made payable to the university, to the foundation, to the XYZ club, or to the athletic department?

Fourth, begin work on a prospect list. You can't develop lists of clubs and ticket holders overnight. You have to learn where to tap the sources. About 60 to 90 days before kick-off we did our printing and we worked out our "perk" package: what donors would get for $50, $100, or $1,000 in contributions.

We decided which prospects would be our top priority through a series of evaluations. The general chairperson and a few key people were called on to help us evaluate names. Bankers are especially good evaluators. Doctors, lawyers, and accountants are not so good; they tend to be more guarded about what they will say. It doesn't mean they are not good prospects; it just means they're not as good at evaluating other prospects.

Recruiting captains was one of the main responsibilities of the general chairperson. Staff members and the athletic director did recruit some captains; however, the best captains were the ones recruited by the general chairperson.

We started immediately securing pace-setting gifts and getting firm commitments. About 45 to 60 days before kick-off, we did our prospect verification--for current addresses, phones, and so on. The worst thing you can do is send a worker after somebody who has moved on. We continued recruiting our captains, and we finished our campaign literature (this is something the sports information director usually did for us). We continued working on pace-setting gifts, and we planned our major report meetings, the captains' meeting, and the all-important kick-off meeting.

In each of the last three years (1978, 1979, 1980), we had a big name come in for kick-off night. We had Dick Modzelewski, who was a Cleveland Brown; Pat Summerall; Steve Sloan; and other big-name athletes. The opportunity to hear a sports personality attracted people to the kick-off meeting. Except for a courtesy ride on a company plane and a few gifts of merchandise, we did not spend any hard dollars on speakers' fees.

About 35 to 45 days before kick-off, we completed captain recruitment, had our captains' meeting, put a cap on our pace-setting gifts, prepared any mailings to go out, and began to plan the non-personal phases of our campaign. We found that there were probably several hundred people who might give less than $100. These gifts were well worth a letter, if the letter came from the right person.

Fifteen days before kick-off, we completed the recruitment of our workers and sent them a final letter reminding them to be at the important kick-off meeting. We finished any literature that was still pending. We then got our computer to generate pledge cards, and we got the workers' kits stuffed. For all veteran workers, we put in the kits the cards they made the year before. One thing we found: If you're going to pull some cards for somebody, don't drop them down into the kit and expect them to be found. Just paste a little envelope on the outside of the larger envelope and drop the cards in there. We also found that if you pull three cards for a worker and you want them to work a total of five, put a little number on the outer envelope so the worker will see the correct total number there. We discovered simple techniques such as these the hard way through trial and error.

We then did whatever reminding was necessary to ensure a good crowd for the kick-off. Two days before the event, we made personal phone calls to every captain and every worker reminding them to be there. Of course, we had an RSVP in all the mailings to them. We completed the pulling of cards and we re-checked a final time for errors, since gifts were arriving in the mail daily.

Kick-off night, from 5 to 7:30, was very important. We talked about the Century Club, the Stadium Club, and so on. The day of this event was also critical. Staff members delivered every worker's kit not picked up. Do not mail out the kits to non-attendees--you might as well toss them in the "circular file." Divide the prospects whose kits have not been picked up, go out and see the people. Let each worker select the cards for calls he or she will make. There are many legitimate reasons why people can't come on a given night. Don't write these people off.

Inside the office, the staff worked very hard to take the stubs off the pledge cards and match them up to put together our records of each worker's and each team's prospects. We maintained a book of all 1,500 prospects. We also had one set cross-referenced by captains and workers.

MEETINGS

At the captains' meetings we wanted people to feel as if they got VIP treatment, that they were part of an intimate circle. We wanted to give them good information, motivation, and clear directions as to what to do next.

We also wanted our workers' meeting to be informative. We wanted workers to feel motivated. There was a "rah rah" atmosphere. We also wanted them to be able to talk to the coaches they wanted to meet.

We wanted the report meetings to be brief. We didn't want people to feel they had to give up half of a business or social day to come to the meeting. We scheduled the meetings from 10 a.m. to 2 p.m., with refreshments at the Development House. Coaches would come and go. It was a way of giving people a deadline, and it was a way of getting publicity.

ASSIGNING PROSPECTS

On prospect assignment, if we felt a card was sensitive and shouldn't be on the table for general distribution or selection, we might solicit the worker up front and ask, "Would you mind making this particular call?" We did want to match people with prospects. We wanted to stress leverage--who was sure to get an appointment and who was least likely to get a "no."

For prospect selection we used a big room with tables, one for each letter of the alphabet. We had the cards laid out in alphabetical order. We had a staff member or a coach for every other table to respond to questions. No matter how clearly you give instructions, you'll have questions.

RECORDKEEPING

A good recordkeeping system is invaluable. I can't overemphasize the importance of knowing daily how much money is coming in. To motivate your general chairperson and others, you must be able to keep accurate track of your records. You can't put them all in a box, process them six weeks after the campaign starts, and expect to have much follow-through. You must keep your records up to date on a daily basis. Contributors need to begin getting gift acknowledgments within about two weeks after the kick-off so they can say, "Hey, I've already got my Century Club pass," or whatever. It begins to excite others who are still to be solicited.

GIFT CLUBS

With our gift clubs, we tried to define levels where people ought to be giving. We created a Two Twenty Two Club to get first gifts and first ticket orders from people who had been out of school for two years or less. There were no other privileges, just an opportunity to buy inexpensive seats and to make a gift to athletics. It met with only moderate success.

We had a lot of people who just camped out on the $100 level, so we created a Stadium Club for football and Rocky Top Club for basketball, in an effort to raise donors' sights. It got to be too successful. So then we said, "For $250 you can pick one of the clubs, but you can't have both." It's now so successful that we're going to raise the amount for one club to $300. "Sponsors" are those who donate $1,000. They get good recognition in various printed programs, plus privileges reserved for other generous donors to the university.

We did not spend any money on trinkets or give-aways, simply because we had a very low budget. We did spend 48 cents each for a metal tag for a donor who gave as much as $100 to athletics. The tag was used as a parking permit. For those of you in states that allow one tag on cars, this is a good way to get some permanent visibility. We knew our efforts had "really arrived" when a donor called to complain that someone had stolen the tag off the front of his car.

The only things we gave donors were gift club memberships. We wanted to show them that every dollar they gave went into athletics. We gave them intangibles, we gave them access to tickets, box seats when they were available, and advance notice on tickets. UT-Chattanooga was Division II national champion in basketball about four years ago, and if you gave $100, you got to come in a day early to buy tickets to the NCAA tournament. That got to be a very popular "perk."

CLEANUP

What do you do with the 200 or 300 prospects nobody wants? Find some way to work them, often through a letter, perhaps through phone calls from retired persons. We asked volunteers to send back the pledge cards that hadn't been worked. Some did; some didn't. But there were still some good prospects there and we wanted them worked. On lybunts and sybunts, we kept track of the people who had given; we felt there was no reason for them to cancel on us. If we stayed after them effectively, they'd eventually come through.

FOLLOW-UP

We wanted to make sure we knew who gave, when they gave, and to whom they gave their gifts.

We wanted to be sure that we carried out what we had promised to donors in terms of gift club memberships, parking passes, and so on. And we wanted to start laying the groundwork for the next campaign in the following year.

WOMEN CAMPAIGN WORKERS

The captains started recruiting women workers even before we had a women's sports program. We found the women were the most effective workers in securing gifts from physicians. Those of you who raise money all the time know doctors are a tough group. Women have been successful getting donations from physicians by bypassing the person in the office and approaching the doctors through their spouses. Nine of our women workers accounted for nearly $10,000 a year in gifts. They were tough, effective fund raisers who worked well with other groups.

Other women who serve as volunteers work cards they've picked up off the table.

We ended up in 1979 with 239 volunteers, about 30 of them women. You will recall our appeal is a united approach. Women see fund raising as helping women's athletics; they see that it also supports a well-balanced program.

Women were also successful at reaching special gift prospects and in getting donations from season ticket holders.

RETIRED PERSONS

Retired people were great workers for our campaign. They had plenty of time; they were willing to do things that others wouldn't do; and they had a high success rate. We let them work on renewals as well as new prospects where we thought there was a legitimate chance of success. We asked them to work on season ticket holders and asked them to concentrate on gifts of less than $100, if they were willing to do so.

One gentleman comes to my mind. He must be about 75 years old and each year accounted for 30 gifts. He had a career in life insurance and is very persistent. Our entire staff affectionately referred to him as "our secret weapon."

DONOR BENEFITS

The parking privileges we gave were at no out-of-pocket cost to us. Having that tag was the important thing to donors.

We offered hospitality at our Stadium Club. Because ours is a state-assisted university, no alcoholic beverages can be served on campus. But we served chips and dip, cheese, soft drinks, and coffee.

We did something special in two sports. An assistant football coach would come in about 20 minutes before kick-off and give a five-minute game plan report and would pass out some scouting reports on the visiting team. True fans loved finding out the strategy and any special surprises. We did the same thing in basketball.

We used this pre-game technique as a way of introducing new coaches through the Stadium Club. We'd make sure that coaches in all sports had a membership for themselves and their spouses in these clubs so they would be seen and get to be known by our contributors.

We rarely provided give-aways, unless they were sponsored by a corporation. If corporations gave away pee-wee footballs, basketballs, earmuffs, or whatever, we'd make sure there was a supply at the Stadium Club or Rocky Top Club for our contributors. We did help people improve their seats, or buy more seats, and we gave them advance notice before tickets went on sale, and so on.

The sports information director added sponsors and those in the $500 gift club to his regular mailing list so they received newsletters and major news releases.

We didn't give away hats, coats, or ties. We did stress the tax deductibility of gifts. And because the donors' checks were made out to the University of Tennessee at Chattanooga, we had a better chance of getting the gifts matched by companies. At Bradley, we're running into a problem. Because people give to the Chiefs Club directly, a lot of companies won't match the funds raised in this manner. But we had only a few problems matching gifts to UTC for athletics.

Matching gifts help the institution, and the institution helps athletics. As we tell our volunteers and contributors, "If we didn't have an institution, then we wouldn't need an athletic program."

CROSSOVER GIFTS

For us, crossover giving meant getting people who came in through athletic gifts interested in the rest of the institution, and vice versa. It was reminding people who started off interested in only one program at the university that we also had a good athletic program. We worked it both ways. We found that we got good workers that way, and we worked to develop a good feeling about the total institution.

EVALUATION

To evaluate our campaign, we looked statistically at our best and worst captains and at our best and worst workers based on cards completed and dollars raised. We looked at prospects who were evaluated as able to upgrade their gifts. Each year we tried to throw out the worst 15 percent of our prospects when efforts had proven unsuccessful for three or four years in a row, or when no one was ever able to schedule a face-to-face call. We then looked for numbers of new dollars, numbers of dollars increased, and numbers of dollars decreased. We tried to analyze the reasons for each occurrence: Was it a good worker or bad worker? Was it a coach? Had we goofed in some way such as poor follow-through?

We learned to deal with the handful of bad pledges. We had a special program for those people. We withheld their donor recognition items like car tags until we received their money the second year. We put them in a special category, and we didn't embarrass them by putting a big black mark on their card. But our secretaries in the office knew they shouldn't be too speedy in sending out the gift acknowledgment until we had some feeling they were going to complete their pledges.

PUBLICITY

Good publicity definitely helps your efforts. We had wonderful press at Chattanooga, as you may know. That was handled through the sports information director. He'd get more ink on the sports page during the athletic campaign, and we wanted him to do that.

We normally involved the media at the kick-off. We made sure that media representatives were treated like VIPs. Various stations and newspapers were invited to cover the kick-off. Private interviews with our sports personality on kick-off day were scheduled. We were fortunate enough to involve the executive sports editor of the paper as a worker (thanks to the overall chairperson), and one of the TV sports directors was emcee of the kick-off event.

NINETEEN STEP CAMPAIGN PROCESS AT UT-CHATTANOOGA

The basic campaign approach at the University of Tennessee at Chattanooga was a 19-step program to organize and carry out an athletic campaign to raise approximately a quarter of a million dollars in gifts during an eight-week period of intensive solicitation. In addition to the eight weeks of campaign activity, preliminary planning and wrapup added another 10 weeks to the campaign schedule. In all, 18 weeks were consumed in carrying out the following activities:

1. Prospect (suspect) identification and evaluation of gift potentials.
2. Precampaign solicitation of pace-setting gifts.
3. Establishment of a campaign goal.
4. Development of campaign supporting materials and the completion of pre-campaign planning.
5. Recruitment and training of volunteer leadership (team captains).
6. Organization and assignment of duties to university staff.
7. Organization and assignment of duties to volunteer captains.
8. Recruitment, organization, and assignment of duties to campaign workers.
9. Assignment of responsibilities to the athletic director, the head coaches, the assistant coaches, and the sports information staff.
10. Establishment of a campaign timetable.
11. Progress reports and training meetings for captains and workers.
12. Assignment and selection of prospects to volunteers.
13. Organization and administration of a record-keeping system for progress reports, pledges, and pledge reminders.
14. Organization and planning of athletic related gift clubs.

15. Post-campaign cleanup of incomplete calls.

16. Organization of follow-up activities for the remainder of the full year.

17. Using retirees throughout the campaign.

18. Definition of benefits for contributors (by level of giving).

19. Evaluation of results from prior years' performances in planning for future campaigns.

FOUR-MONTH CAMPAIGN CALENDAR (TIMETABLE)

I. 90 - 120 Days Before
  A. Recruit overall chairperson
  B. Determine needs
  C. Settle problems
  D. Work on prospects

II. 60 - 90 Days Before
  A. Printing
  B. Perks
  C. Decide on prospects after evaluation
  D. Begin recruiting captains
  E. Pace-setting gifts

III. 45 - 60 Days Before
  A. Prospect verfication
  B. Recruit captains
  C. Prepare campaign literature
  D. Pace-setting gifts
  E. Plan Captain and workers meetings

IV. 30 - 45 Days Before
  A. Complete captain recruitment
  B. Hold captains' meetings, announce range of possible goal
  C. Pace-setting gifts
  D. Prepare mailing
  E. Plan non-personal solicitation phases

V. 15 Days Before
  A. Complete pace-setting gifts, set goal
  B. Complete literature
  C. Complete worker recruitment
  D. Plans for kick-off
  E. Pledge cards, workers' list, cards pulled for selected workers
  F. Reminders

VI. 2 Days Before
  A. Reminder calls
  B. Pull cards for workers
  C. Re-check for errors

VII. Kick-Off

VIII. Day After
  A. Records on cards selected
  B. Delivery of kits to missing persons
  C. Reports to captains and workers

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IX. +15 Days - 1st Report
    A. Analysis with Chairperson
    B. Reports to captains, workers
    C. Prod captains

X. +30 Days - 2nd Report
    A. Analysis
    B. Reports
    C. Staff pick-up
    D. Final push
    E. Prod captains and workers

XI. +45 Days - 3rd Report
    A. Analysis
    B. Reports
    C. Re-assignment
    D. Follow-through

XII. After
    A. Loose ends equal 5-10 percent of total

BOOSTING ATHLETICS WITH A SEPARATE CLUB

Andy Miller
Executive Director
Seminole Boosters Club
Florida State University

Whether your institution is in Division I, IA, or II, you have an opportunity and the need to sell the positive points of your program. You must do so with enthusiasm because those qualities radiate to your constituents.

When I first became involved in athletic fund raising, I had no experience. I had a lot of desire, and I was trying to do a good job. I made a lot of mistakes, but I had the opportunity to meet some old timers with a lot of experience. They said, "Andy, always sell the positive points of your program. Don't ever go in there talking about the negative things, selling the deficit, or saying you need money to survive. You can't sell that in athletic fund raising. You've got to sell your conference championship, a winning record, or the opportunities you're giving to young men and women to compete and win scholarships. But don't try to sell a deficit. People will not contribute to a sinking ship.

UPWARD BOUND

About seven years ago the country was in a recession, and money just wasn't floating around. The NCAA had not yet adopted legislation to limit scholarships, and Florida State had just completed a 0-11 football season. Keeping up the Joneses was very difficult, especially for a team like ours. We had no conference tie-in; we had no conference revenue; and our facilities were relatively small. For a major football school, we had a stadium that seated less than 40,000 and a basketball arena that accommodated less than 3,000. So we had only average ticket revenue.

We had a less than desirable schedule. Most of the teams we played we never saw after the year we played them. They might come on the schedule again in five years, but we were unable to build natural rivalries. In scheduling, it's good to have a team that you can play year in and year out. A desirable schedule is a very strong point for an athletic program.

The final point is that we didn't have any state money, not until Barbara Palmer, the women's athletic director, lobbied the legislature for it.

In a sense, we were in a vicious circle, and we had to get out of it. The first thing we had to do was come up with the funds we needed to sustain a winning program.

In 1973 the FSU president gathered leading members of the Seminole Boosters together and said, in essence: "You either raise the money to support the program or we're going to fold the tent."

Since that time the NCAA has adopted legislation to limit scholarships. I think this is probably the biggest factor that has given all of us in athletics a chance to really compete.

This factor has also put a premium on great coaches. We were lucky enough to hire a great coach and then to give him what he needed in order to compete. You've got to have both of those things to make your program go. You can't just hire great coaches and give them less than they need; they're going to fall on their faces. To compete at the top level, a coach needs money to recruit good players and adequate facilities.

SUCCESS BREEDS SUCCESS

Things started happening. We began expanding our facilities. We put about 6,000 more seats in the stadium, and we started filling them up. Then Coach Bobby Bowden and the football team started winning. Since then, we've expanded the stadium by another 4,000 seats. So we've expanded by over 10,000 seats in about four years.

In basketball, we're getting ready to put in a new arena. It will seat over 13,000, so that's a source of new revenue for us. In 1973, we counted roughly 1,000 contributors, who gave a total of $100,000. In 1980 we had over 8,000 contributors and over $1 million. In 1981 we're going after 10,000 contributors and $2 million.

We've been doing some other things. We've installed new lights for our baseball field so we can play at night. Tallahassee is very much a nighttime sports town, and baseball is a popular sport in Tallahassee at night. People just do not go to baseball games in the daytime, and it's the same way with football. A gift from the owner of the Yankees, George Steinbrenner, enabled us to get the new lights for the baseball program. The Seminole Boosters paid for a new scoreboard at the Doug Campbell Stadium. This is a source of new revenue for the athletic department.

We've improved our concession facilities at the stadium as well. The Seminole Boosters took over the concession program for the athletic program last year. It's a tough way to make money, but somebody has to do it. How much money you take out of the concession is directly related to the facilities you have. Everything else has to be done right, but you also must have good facilities.

The Seminole Boosters group is also involved in property management. We own an apartment complex that's used for housing student athletes and others. We also underwrite the scholarship program to various degrees. We sponsor charter trips. We sponsor awards banquets for every sport. We have a souvenir gift shop that we operate all year. Last year when our team played our arch rival, the University of Florida, we took in over $20,000 in souvenir sales on Saturday at the stadium. We also have a merchandise mail order program.

The secret of our success is that, first, we had no choice. We had to get out there and do what it took to have a successful program. We got total involvement from our fans and supporters. They know the story; nobody had to tell them. We decided what we were going to do; we put it in positive terms; and we went out and did it.

SETTING GOALS

You have to make your goals clear from the very start. You have to go out and open your hands to people who can help you. You have to decide what kind of structure you're going to have and make sure everybody knows what the structure is. The foundation, the alumni staff, the athletic department, and the president need to know what the structure is and how it operates.

To get people involved, we promoted the program from the standpoint that everybody owns a piece of the rock and can be a part of the franchise. Also, our supporters had faith. We went through three miserable years, and our fans were very frustrated. Before that time we had had successful sports teams. In baseball, basketball, and football we had gone to bowl games several times in the '60s and early '70s under Coach Bill Peterson. Because we had had some success, we knew what it was all about, and our people were tired of being on the bottom. They really dedicated themselves to improving our situation.

Most important of all, we were opportunistic. There are a lot of schools around the country that have more going for them than Florida State University had. They have a deep tradition; they have winning programs; they have a lot more money. But many of them don't take advantage of the opportunities they have. What you need to do is find that wedge and be opportunistic. When things are very bad, maybe you should back off a little bit, make some friends, and build a foundation. But when things are good, you really need to get out there and beat the bushes.

ORGANIZING A CLUB

Finally, organization is important. Every year it gets a little bit easier for me. I think it's because I work at being better organized. I insist on organization for my staff. The staff has to be a little better organized every year. And we're not going to get stale. I'm not going to let that happen.

The Seminole Boosters group is actually a direct support organization sanctioned by the Florida Board of Regents. To qualify as a direct support organization, we must: (1) have on file our articles of incorporation and bylaws, (2) submit our operating budget, (3) be audited by an independent certified accountant, and (4) have a board of directors and an executive committee, which must include the chairperson of the Florida Board of Regents or that person's representative, as well as the president of Florida State University.

The Seminole Boosters is not a completely independent organization. In addition to the chairperson of the Board of Regents and the president, we have an athletic director on our board and the executive committee. We have officers--a chair, vice chair, secretary, and treasurer. Our immediate past chair serves on the board, and we have at-large members, two of which come from outside the Tallahassee area.

Finally, the president of the university has ultimate control in our program. I think you must have safeguards in this kind of program, people who can be in the background to make sure the operation stays on the right track. The university's name must be protected at all times. We don't operate within the FSU foundation, and we don't operate within the athletic department, but both those organizations have input into our program. As part of my job, I meet with people from those offices regularly. I meet with the athletic director and the president's staff, and I coordinate activities with them.

Coordination is very important. For instance, we don't want to send out letters the same time the foundation is using direct mail. It hurts both of us. There are certain times of the year when the foundation does the majority of its fund raising. We do the majority of our fund raising at other times. We've had few problems with this coordination.

The Seminole Boosters' board of directors has about 50 members. The business of the corporation is carried out by the executive committee, which meets monthly. Our board of directors meets quarterly. The board is divided into committees: an executive committee, finance and budget committee, bylaws committee, and bowl welcoming committee, which is one of the best committees you can have. When bowl representatives come to town, committee members pick them up at the airport, take them to dinner, and show them a good time. Not only do the bowl representatives want a top-notch team, they also want people--fans who really want to go to the bowl games. We've had a lot of response from bowl representatives, who've said that Florida State provided that interest about as well as anybody in the country does. The fact that the Boosters did it was the most positive part of the whole effort, and our members really enjoyed it.

We also have a facilities expansion committee that includes bankers, construction experts, and real estate professionals. We put the know-how of private enterprise into our operation. Two or three years ago we decided 90 days before kick-off that we wanted to expand our stadium by 7,000 seats. We finished the expansion two weeks before kick-off! We started from scratch, but we felt the need was there, and we had to do it. We filled those seats and paid for that expansion in two years.

In addition, we have a concessions committee, an area chairpersons committee, and a special projects committee to organize our awards banquet and other functions of that type.

Five years ago my staff consisted of myself and a secretary. We've broadened our base quite a bit. I'm the executive director, and I'm in charge of administration and local fund raising. I have an assistant executive director, Charlie Barnes, who is in charge of statewide and area fund raising, as well as the Golden Chiefs club program. I have an assistant director for women's athletic fund raising, who is our newest staff member. We intend to develop the market for athletic fund raising in the female population and among alumnae at Florida State University. Before 1947, FSU was a women's institution, and we think there is a market there we can develop.

We have a secretary, a bookkeeper, a supervisor of records, a receptionist, a gift shop manager, and concession general manager. We employ part-time staff during peak periods. I think this is the only way to operate: hire a skeleton crew to handle the normal periods of activity, and bring in part-time workers during peak periods.

Our costs of raising money are roughly 16 percent. That's the way it's been from the beginning. I've called many people and tried to get an idea of what it costs them to raise money. They'll give me one figure and I'll ask, "But does this include such and such?" And they'll say, "No, the athletic department pays for that." Or, "The foundation picks up his salary."

The Seminole Boosters Club pays its own bills--the salaries, the rent, the utilities, and so on. And we give a lot to our contributors. The newsletter, the Golden Chiefs program, and the parking are expensive. Not only do we put up signs in the parking areas for every person who contributes $1,000 or more, we also must have people who will park those cars. That's an expensive proposition.

Our relationship with the athletic department, alumni association, foundation, and the president's office is very good. I make it a point to report to those offices and I let them know what we're doing.

Florida State has published a little brochure that outlines the responsibilities and activities of each organization, including the FSU foundation, the Seminole Boosters, and the alumni association. I'm sure you've heard alumni ask, "What am I giving for?" We can put this brochure in the mail and answer that question.

WHY A SEPARATE CLUB?

Some people ask why the Seminole Boosters group is a separate organization from the athletic department or the foundation. We have some good reasons. One is the fact that we are able to get around some of the state bureaucracy by remaining a separate organization. Most private businesses can't run without going to the bank to borrow money. But the state of Florida has told our athletic department, "We're not going to give you any money, but we expect the budget to be balanced every year." In essence, the state tells us to pay our own bills, but the state is still going to tell us how to run our organization and our department. It doesn't really make sense to us. So we must have a little flexibility. For example, in going to the Orange Bowl, we have to pay members of our official party their per dium allowances in advance. We can't do that through the state process.

Another reason for remaining a separate organization is that we can own real property, such as our apartment complex. If we were part of the athletic department, the state would own our facility. If the program were in trouble and we wanted to sell the building, we couldn't do so without state permission. We found that being separate has many advantages and few disadvantages.

Our revenue resources are about $1.5 million in direct cash. We also have a gifts-in-kind program. We probably net anywhere from $100,000 to $150,000 in concessions. In the future we're going to get involved in planned giving and deferred giving. We have been oriented toward annual giving, and we have a lot to learn about other resources.

Question: Do you have life memberships?

Answer: We had life memberships, but that was from a previous organization of Seminole Boosters. The Boosters at various times had been located in the alumni affairs office, in the athletic department, and in the foundation. When we reorganized in 1973, we felt the commitment was there and we had to phase those life members into our program. I don't really believe in life memberships with athletic programs. The more we raise, the more we're going to spend to keep up with the Joneses. It's just the nature of college athletics. People would have to give a lot of money before I would recommend having life memberships.

Question: Does your office handle ticket assignments and priorities?

Answer: We don't handle ticket assignment. We have a fairly complicated ticket priority system. It's based on points. If you buy season tickets for a number of years, you get a point. If you become a Booster, you get points, and so on. We keep up with how many points each contributor has. When we raise funds, when we process pledges and get money, we punch the information into the computer. When the time comes to assign tickets, the ticket office has the point priority numbers there, knows the stadium locations, and assigns the tickets.

Question: What reaction have you had to this program?

Answer: Anytime you use a ticket priority system, you're going to have a lot of people who will have complaints. You need to have courage. If you believe in your system, you need to stay with it. In the long run, it's going to work out for you. When we did it, we brought in the foundation, the alumni staff, and the president's office. It scared me to death. I thought, "We're going to get everybody involved in this, and the Boosters are not really going to have any say-so." But it worked out fine. The majority of points go to people who contribute money to the athletic program. There is some credit given to members of the alumni association and members of the President's Club through the FSU foundation. The system protects the person who has been giving $100 for 10 years, buying season tickets, and has really been loyal. It gives that person a good feeling knowing that someone can't come along and push him or her out of those seats by contributing $5,000. The system is based on availability.

Question: Do you underwrite most of the things you contribute to the program in capital items, such as the scoreboard and the stadium renovation. Do you underwrite or offset any part of the athletic department's operation expenses, scholarships, travel, or salaries?

Answer: That depends on a number of factors. Last year we did very little of that. Of the more than $1 million raised, less than $100,000 went directly into the athletic department. The athletic department, the president of the university, and the executive committee of the Boosters wanted us to expand the stadium. And we did it. They also wanted us to construct a new scoreboard, which we did. The university gets $50,000 a year coming in off that scoreboard. The scholarship program is very important, and I believe one of the big goals we have at Florida State is endowing our scholarship program. But in a sense it's a little bit easier to show somebody what you want to do and go out and raise money for it.

Question: Who determines the coach's salary in your structure?

Answer: The athletic director and the president.

Question: In other words, any money that you generate is given to the department of athletics, which, in turn, pays off the appropriation?

Answer: Yes. That's one of the requirements of the state Board of Regents. We cannot, as a booster organization, make any payment to coaches. We have to go through the institution.

Question: Would you tell us more about the women's athletic fund-raising program?

Answer: It's a new program. It's hard to justify it from a cost standpoint the first year, and we are committed to it for a number of years. We're going to look at it after three years to see how much money it's bringing in and how much money it's costing us. If it doesn't do what we expected it to do, we might shift it a little bit. I do think we have the right personnel. Women's athletics is a new thing. There are a lot of things we have to do in women's athletics before it can actually pay for itself.

Question: Whom is the women's athletic fund raiser trying to raise funds from?

Answer: Our assistant director for women's athletic fund raising is trying to go to women who have graduated from Florida State University, especially those who have lettered in sports at FSU. We have a very strong physical education department and we've directed a lot of our efforts toward parents of athletes, spouses of current contributors, women in professions, and other groups. Those are excellent prospects. When we raise money for women's athletics, we tie all those efforts into one. When we have our drive in April, we recruit women professionals to help us.

Question: Are funds raised for women's athletics treated as designated gifts?

Answer: Yes. We've made the commitment to raise the money for women's athletics. We have put unrestricted funds up front to underwrite the operation, to raise restricted dollars. But you must remember that there are eight sports for the entire women's athletic program. We're not talking about just baseball or basketball. And it's restricted money. We do raise restricted money for other sports. And generally we pay for that with the normal cost of raising money. We don't assess those types of sports for what is raised. If $1,000 is raised, they get $1,000.

Question: What percent would you say comes in restricted gifts out of the $1.7 million you raised?

Answer: In 1979, roughly 5 percent. Accountability--letting your people know what you're doing--is very important. An annual report is part of our newsletter. It talks about our goals for the new year and what we've accomplished during the previous year. We get a number of questions during the year. Questions are published and answered in our newsletter. We want our people to be informed; we want them to feel comfortable with our organizational structure and know where we're spending their money. We're very serious about that. We have a pie graph that shows how the money is spent. We show photographs of our operation and the things that we've done, and we recognize our officers for what they've accomplished. I think a newsletter, especially with constituents more than 100 miles outside of Tallahassee, is very important. These people want information. Many of them outside of Tallahassee don't ever find out about the sports program.

Question: What is the relationship between your gift shop and the campus bookstore?

Answer: The campus bookstore is run by the Office of Business Services. All the money goes into a general university fund. When we took over concessions, we were looking at how we were going to lay out our facility. We decided to put in a little gift shop and see if we could make some money. It has done well. We've had no trouble from the university bookstore. It's important to realize that the bookstore's business improves when the athletic program does. All we're doing is taking advantage of a revenue producer.

HOW A BOOSTER ORGANIZATION RAISES FUNDS

Charlie Barnes
Assistant Executive Director
Seminole Boosters Club
Florida State University

The Seminole Boosters, Florida State's separate corporation, has become a very successful athletic fund-raising organization, mostly because we had to be successful.

Florida State is a young school for male graduates. The first male students arrived after World War II, in 1947, and that's when the football program started. We played for 10 years at the Division II and III level. Then in the mid 1950s the team started playing some of the big southeastern conference teams. In 1958 the team was lucky enough to beat the University of Tennessee. Coach Bill Peterson installed pro-set offense at Florida State in 1960 and produced some glorious moments for a young school. The team beat Oklahoma like a drum in the Gator Bowl in the 1960s, tied Penn State there, and played Alabama for a 37-37 tie in one of the greatest football games ever played. In the first 25 years, FSU's young team and young program had more wins than losses.

All of a sudden in 1973 the bottom fell out. The team went 0-11, and had been 7-4 the year before. It looked bad. In the first game we were defeated by a team we were supposed to beat. The team beat us on a late field goal. We were the only one that team beat all year. A few weeks later we played another team, and it was 2-9. That team beat us and the team we played first!

The final game of the year was against our arch rival, the University of Florida. On the first play of the game we kicked off with an on-side kick, and our opponents recovered. We went on to hold them to 49 points!

The president of the university called the Booster leaders into his office and said, "I'm going to lay it out for you. In the first place, the school is only 26 years old. Burt Reynolds was one of our first male graduates. We don't have that 'old guard.' We don't have that generation after generation of wealthy alumni to call on, as Florida, Auburn, Georgia, and Georgia Tech do. The second thing is that we're not in a conference. Some SEC teams can lose every game and still get their fair share of Sugar Bowl money. We don't have that conference income. Ticket sales aren't going to pull it out. We had one game this year where only 16,000 people showed up in a 40,000-seat stadium. And ABC has not contacted me lately about any TV appearances. The state of

Florida does not give any money for the support of athletic programs or for the expansion of athletic facilities. Finally, we just fired the coach, we've lost every game, we've gone through our $600,000 reserve fund, and we're broke. If you want a football program at Florida State, you have to go out and raise the money to pay for it."

That's how the Seminole Boosters, Inc. became a separate organization and why it is today one of the better young collegiate athletic fund-raising programs. We didn't do it because we were smarter, but because we had to. It was a matter of survival.

Many old-line Division I schools didn't start out in the early 1970s to raise the athletic money that we raised. Many didn't have to do so. They have the big stadiums to bring in revenue; they have the conference affiliations to bring in revenue; they have the reserve funds and endowments to help them out. But don't feel sorry for Florida State University.

The hustling and scrambling paid off. This is what the Seminole Boosters did in the last five years:

--expanded the stadium twice and brought it from 30,000-some seats to over 50,000, all with private money;

--put up a $400,000 scoreboard that's one of the largest in the country, again with private money;

--paid for nearly $1 million worth of improvements to the electrical lighting system, also with private money;

--purchased and completely refurbished the athletic dormitory, with private money; it is now one of the finest facilities in the south.

Direct cash and gift contributions from fans, beyond the price of tickets, reached $1.6 million last year. Our merchandise and concession business is new and is expected to eventually generate perhaps half a million dollars a year. The press box addition is in the works, and plans exist to expand the stadium by another 6,000 seats.

We're starting a planned giving program, and now for the first time we have a full-time fund raiser just for women's athletics.

We're making the football program a star, and the success is spilling over into other sports. In 1979 our track team finished third in the nation, the golf team finished fourteenth, the basketball team went to the NCAA playoffs, the baseball team went to the college world series, and the football team was undefeated in regular season play. (I carefully glossed over the Orange Bowl.)

Florida has nine state universities, and it is very difficult to get the appropriate amount of money from the legislature because everyone is competing for dollars. But success in athletics has given us a high profile, which is what we need to generate more money. The admissions office says students are clamoring to get in. Successful athletics affects everything.

DIVIDE AND CONQUER

How do we raise money? Andy Miller, the executive director of the Boosters, and I have essentially two efforts. One is centered around the metropolitan Tallahassee area in north Florida, and the second effort involves everywhere else. A little more than half of the money we get in contributions comes from the Tallahassee area, the immediate ticket market.

Andy runs the campaign that takes place in Tallahassee. It lasts from four to six weeks, starting around the first of April, and involves about 400 volunteer solicitors. We have a big hoopla event, and everybody gets fired up. We give the solicitors folders and the names of prospects. We divide the solicitors into teams and "war parties," and give prizes to those who bring in the most money in renewals and new gifts. It's all very carefully monitored. The big money raisers, for instance, can win an expense-paid trip to the Nebraska game.

The other market area is outside of Tallahassee, including the rest of the state and basically south Georgia. We conduct separate fund drives in 35 specific areas that we have identified as being pockets of active alumni or concentrations of wealth. Each area has its own fund-raising chairperson.

In each area, including Tallahassee, we conduct two campaigns concurrently--one for major gifts and one for member gifts. We call them "member" gifts because "minor" gifts isn't a good term. The amount of money that makes a major gift as opposed to a member gift differs depending upon how far away you are from Tallahassee. If you're 500 miles away and ticket priorities are not the big draw, then $500 is a major gift. In Tallahassee, a major gift may be $2,500. All major gift solicitation is personal solicitation. I or somebody else will contact a prospective major donor, and I take another major donor with me to see the prospect.

Member gifts--usually the $25 to $500 range--are solicited through phone campaigns and some direct mail. We're going to use more direct mail and personal solicitation.

Our donor clubs, or giving levels, begin at $25. The first level is called the Seminole Spirit Club. A gift of $5,000 a year qualifies a donor for the Golden Chiefs Club; it had about 80 members in 1980. The Tomahawk Club is for $1,000-a-year contributors. There are other, intermediate levels.

The benefits contributors receive vary with giving levels. Everybody gets a license plate. Everyone gets a monthly newsletter, a membership card, limited parking (depending upon how much money you give), and ticket priority.

Ticket priority is very important, especially when you have a hot football or basketball program. Within 100 miles of Tallahassee, much of the money we raise is tied to ticket priorities. We don't give away tickets in exchange for contributions; we don't give tickets to anyone. But donors are allowed to purchase a certain number of tickets, depending upon how much money they give. Where their seats are in the stadium is determined by a complicated priority point system, depending upon what a person's contribution is, how much he or she has given in the past, and how much that person will give in the future. We're not in the ticket-selling business, but we do sell priorities on tickets. It's a very potent product.

Farther outside of Tallahassee--in Miami, Ft. Myers, about 500 or 600 miles away--ticket priority becomes almost a negligible factor in our fund raising. Actually, our chances for major gifts are still very good down in this area because the appeal is entirely different. The donor attitude is not, "We want to have tickets." It is emotional: "We want to keep the program; we want to keep Coach Bobby Bowden at Florida State; we want to keep a winning team."

The appeal for the Golden Chiefs, the top level club, has evolved into snob appeal. A lot of people don't like the idea of the Golden Chiefs, but everybody wants to be a Golden Chief. So we push the snob appeal of the large donor club. You may think this would turn against us and become a problem or that the Golden Chiefs would try to influence the policies of the program. But as the coordinator of that club program, I can tell you that is simply not happening. We keep them happy.

Each Golden Chief gets a gold blazer with a patch on it, a parking place with his or her name on it, special ticket priority, (which for all practical purposes means they can go in the press box), and admittance to the Savanah Railroad Car. We have a 1905 restored railroad club car directly behind the press box elevator. Only Golden Chiefs and their guests are allowed to go up there. We have an open bar and an open oyster bar. Then at game time they wander up to the press box. It's a lot of fun for them.

The entire Golden Chiefs program costs us about $10,000 a year to run, but it returns about a half million dollars a year to us with very little effort. Andy and I do very little solicitation at the top levels. Most of that is done by the donors' own peers. They bring each other into the Golden Chiefs Club. Now that the program is established, it attracts people on its own. We get as many calls from people wanting to be members as we make to solicit memberships to the club.

DRUMMING UP SUPPORT

After the spring game in May, about the time the fund drives are getting ready to end, Coach Bowden and I go on tour for five weeks. We play in 28 golf tournaments in 35 days. We go from town to town, and there is a big banquet in each town. All the Seminole faithfuls and hundreds of people gather there to talk about athletics and recruiting.

We send out a flyer to some 50,000 alumni in the state detailing where we're going to be at what time. For the first two weeks the days all start running together, we start playing with the wrong end of the club, and it's a lot of fun. That tour in the spring serves as the end cap to what is supposed to be a series of successful fund drives around the state.

Around December of each year I write Coach Bowden a letter and remind him of the tours, which last from roughly the fifth of May to the end of the first week in June. Coach Bowden keeps himself available so that I can schedule him exclusively during that time.

I meet with my statewide fund raisers at our conference in February and we come up with a schedule for the spring tour. After the schedule is set, I tell Coach Bowden, "I'll set up the traveling; please don't make any other commitments." Then I go to the basketball coach, the baseball coach, and the track coach and say, "Now, this is the schedule. This is where we're going to be at such-and-such a day. Which ones will you commit to? Which ones can you be at?" That's how we get them on the schedule.

When I talk to my people in the areas we'll cover, I tell them, "I will guarantee you that Bobby and his wife will be there and I'll be there. Such-and-such a coach has also given me a commitment." Bobby Bowden is the draw. Everything else is just in addition to him. Bobby is the man people come to see. If the other coaches are there, they'll speak as well.

Most of the time we drive the tour in a station wagon. We stay on the road for five weeks. We usually figure out a way to have the Bowdens flown back home on the weekends. One fellow gives us about $3,000 worth of gift-in-kind airplane time. We don't own an airplane. Last year I was able to work it out so that our gifts-in-kind balanced off exactly with the amount of time we used on the airplane. We didn't have to pay out any cash.

Question: What are these area meetings like?

Answer: They're like old-time prayer meetings. People start throwing up their hands and talking about Florida State, the Seminoles, and Bobby Bowden.

There was one meeting with all the faithfuls and everybody was fired up. People started swaying and singing and chanting about the Seminoles, so Bobby said, "We've got to have the money; we've got to come through." A fellow stood up in the front and said, "Oh, Bobby, I'm going to give you $1,000." I had a pocket full of pledge cards, so I immediately handed him one. Another fellow stood up and said, "Bobby, Bobby, I'll give you $2,000. Again I was right there with a pledge card. Then a woman in back said, "Oh, Bobby, I love you; here's my check for $5,000." And I was there to grab it from her. One night a fellow stood up and said, "Bobby, I think you're the greatest thing that ever hit the state of Florida. I'm going to give you $100,000!" It took me awhile to get to him, but I was there, of course, with the pledge card. Well, at the end of the year, I saw that the fellow hadn't made any payments on his pledge. So I called him up. He said, "Well, you know, I was just overwhelmed. Gosh, I don't know what we're going to do. I might have been off a little bit." I got together with the boss and our executive committee, and they said, "We'll take him to court; we've got his signature on the pledge card." It was a long and ugly fight, and it cost us a lot of money. But we got his $100,000.

About a year later, we were back in that city again, and the same excitement was building. The coach asked people to give what they gave last year, and then to add some if they could. One fellow said, "I'll give you $1,000 again, and I'll add $500." Another fellow said "Bobby, I'll add another $1,000 to the thousand I gave last year."

Then that fellow stood up in the back--the one who had renegged on his pledge the year before--and said, "Bobby, I'll give you another $100,000--and I'll throw in the court costs, too!"

LOBBYING THE LEGISLATURE: HOW TO WIN EQUITY IN ATHLETICS

Barbara Palmer
Director, Women's Athletics
Florida State University

It *is* possible to obtain appropriations from the state legislature for women's athletic programs. Legislative lobbying is not as difficult as it may seem. Several states have appropriated funds for women's athletics at individual institutions. At Florida State University, we have been successful in obtaining funds for women's programs by using a common sense approach and by doing our homework before we approached the legislature.

There is no question that in this country women are competing in athletics. The amount of interest at the high school and college levels increases every year. The problem we face is how to accommodate this increased interest. We know that the interest is going to continue to rise in Florida.

We took a close look at these considerations and we feel confident we have solved the problem. We do have equity at the collegiate level for women in Florida. I'm proud to say that Florida is the first state in the nation to comply with Title IX and abolish sex discrimination in its athletic programs.

We felt there were several reasons for us to approach the state legislature. One was the fact that we had glaring sex discrimination in the state university system. It took great courage on the part of our college presidents and athletic directors to be willing to let their budgets be in the sunshine for the first time in history. The attitude we took--men and women combined--was not to place blame or to say, "Look, it's your fault we don't have this opportunity. What are you going to do about it?" Instead, we tried to work together to come up with a solution.

There were two major problem areas regarding equity for women's athletics--the operating budget and facilities. An operating budget is the foundation of any program. If you do not have enough money to travel, to pay coaches, to buy uniforms, to buy shoes, and so on, you have an inequitable situation. If you don't have adequate facilities, then you have to borrow them from the city or you have to wait until the men are finished using them. That, too, is an inequitable situation. This was the case in Florida, and it is still the case in many areas of the country.

Another reason we decided to go to the state was that we felt this discrimination was measurable in hard data after the final Title IX interpretations were issued in 1979. Men's and women's athletic directors have felt they couldn't comply with Title IX or establish an equitable situation on their campuses because they did not know how to measure their own conditions. Many still don't know how to evaluate the discrepancies between men's and women's programs. We realized that not only were institutions faced with these discrepancies, but they faced them with very limited dollars. It was a very real problem: Where would the money come from?

We knew there were only three choices: (1) to cut the budget for the men's program, (2) to cut some sports, and (3) to increase revenue. Certainly the last option was the most attractive. As you know, the philosophy of intercollegiate athletics was borne from a broad-based program approach.

Since increasing revenue was the most attractive option, we identified three ways to accomplish it: (1) through legislative lobbying, which I'll describe in this article, (2) through fund raising, and (3) through gate receipts. If you analyze these options, you will notice that fund raising and gate receipts are the two methods that men have traditionally been using. Unfortunately, fund raising has been overlooked in women's athletics.

I firmly believe that we must become active in fund raising for women's athletics. People who give to women's athletics do so for different reasons than they give to men's athletics. They usually give because they believe in equality. For example, at Florida State University our fund-raising efforts in women's athletics used to bring in about $12,000 annually. We then hired a full-time fund raiser, and in one year she raised $87,000 for the women's program. In the process, she got four Golden Chiefs (those who contribute $5,000 a year). She is also working on an endowment program of $30,000 for a scholarship fund or for general operations. There is no question that fund raising is possible in women's athletics. It is a new market for athletic departments to explore.

In the past, in Florida and elsewhere, state dollars have helped to stabilize men's programs. It takes money to make money. We needed state appropriations to help stabilize the women's program, to enable us to hire a full-time fund raiser so we could do what was necessary to attract the public and bring in gate receipts. We needed money for good recruiting. If you don't have enough money to offer scholarships, you cannot recruit. We needed proper promotions, which go hand in hand with the fund-raising effort. I am talking about the basics--posters, bumper stickers, and other attention-getting tools. People will come to watch your events if they know about them. They will contribute to your program if they know about it.

For any of this to have significance to you, you must believe women athletes deserve the same treatment and opportunities as men athletes. That is not to say that at this time the skill level is the same. It is to say that your daughter is just as important as your son and should have the same opportunity to pursue a talent. In Florida we believed that, and men and women worked together to solicit commitments of support. This is why we were successful. If we had not had this attitude, our program would not be a reality today.

With this basic background, I'll describe the steps we took to gain legislative appropriations in Florida.

There are two basic legislative approaches. One of them is to try to get lots of publicity. You want lots of letters written on your behalf. You want everybody to know about your programs. You want telephone calls made in support of your cause. The other legislative approach is low-key lobbying, the kind of lobbying you use if you are going after millions of dollars for facility improvements. The approach I'll describe involves lobbying with a great deal of exposure.

WHO'S GOT THE POWER?

The first step in successful lobbying is to analyze your state power structure. It is extremely important that you understand your state structure because every state is different. You can learn this from people who deal every day with the state power structure or by taking a lobbying course, which every state offers. I suggest that you put what you have learned on paper.

It is also important to know where the power is located within that structure. Certain legislators inherently hold power due to their positions. There are others who hold power because of longevity. The legislators who inherently hold power are the chairperson of the House Appropriations Committee and the chairperson of the Senate Ways and Means Committee. They hold power because they and their staffs control the money within the state legislature. Those committees have subcommittees for education that will deal with college athletics because it is part of the education process. The House and Senate also have education committees with powerful chairpersons. Underneath those education committees are subcommittees that deal with finances related to education. So the Senate and House both have major committees that deal with appropriations and subcommittees on education under those committees. They also have major committees on education with subcommittees on finance under them. These committees inherently hold power.

There is another committee that is critical to your efforts because it affects every piece of legislation--the Conference Committee. The Conference Committee, which may go by a different name in each state, is made up of legislators from the House and Senate. They discuss bills each house has acted on separately in an effort to reach agreement and come up with a version that reconciles differences in House and Senate versions of the same bill. It is essential that you know who is on the Conference Committee and that you lobby these legislators. This is where you can win or lose your fight.

Sometimes the legislators you know will not be on any of these powerful committees. But most likely someone you know will have access to members of these committees. Use these people in your efforts. Find out from them whom they know on these committees that they can get to and whom you need to get to know. You should have a primary contact on every committee or subcommittee that affects your programs. It is very important that you keep your primary contact totally informed. There is one lobbying rule that is very important: Do not surprise your primary source. If you know that there is a problem in either house, it is your responsibility as a lobbyist to tell your primary mover what the problem is--which senator or representative is giving you the problem--so the primary contact can head off any difficulties and do whatever is necessary to help your cause.

KNOW YOUR NEEDS

Another step in effective lobbying is to assess your financial needs. You must have good, hard data that clearly demonstrate your needs. In Florida we developed a document for this purpose. Every institution filled out the same document. Every single line item in every budget of the institutions within the state was addressed and plugged into the document in order to measure equity. We have one document with a formula for calculating compliance or equity for non-football institutions, and another with a formula for football institutions. The basic difference between those two documents is a reasonable formula for calculating the inordinate differences in the expenditures for football. We allowed for deductibles for football up to the average amount being spent for the other men's sports in each line item of the budget. It should take no longer than one day to fill out either document. Representatives of our state schools sat down together around one table and within one day finished all of the calculations. The document includes such things as a scholarship formula, which is the same for football and non-football institutions, and a "participant" section, in which you use a ratio of your male athletes to males enrolled in your institutions to females enrolled, in order to calculate how many female athletes you should have participating in your program. Other areas covered include the ratio of personnel to students, coaches' salaries, facilities, equipment, and so on. In the documents, we made sure we addressed every single issue in the Title IX interpretations in order to demonstrate a calculation in every area required for compliance.

In Florida, we found that with our nine state schools, even though we are all working with the same Board of Regents and with basicly the same line items, there was a need for flexibility among institutions, which we accommodated. All institutions are now in full compliance. The purpose of coming up with a document that all institutions can use as a guideline is that it will provide consistency in every aspect of your budget. You will be assured that every area is covered, and if anybody were to question it, you could document the fact that you have addressed every issue that deals with equality for young women and men. (The football and non-football documents are too lengthy to describe in detail here, but I'll be glad to send you a copy, for $3 each, if you write to me at: Women's Intercollegiate Athletics, The Florida State University, Tallahassee, FL 32306.)

DRUMMING UP SUPPORT

A third step in effective lobbying is soliciting commitments of support. Soliciting support should be an ongoing process throughout the year. You are constantly meeting many people with different levels of influence, whether it be at social functions or professional meetings. Wherever you can you should solicit commitments of support.

There are three major categories of supporters. The first is a network of letter writers. Many people underestimate the influence this group can have. These are people throughout the state who are interested in what is going on in your women's program. They are athletes, parents of athletes, coaches, and boosters who care about your program. If you use a network of letter writers, it is imperative that you set up a system of disseminating information so they can write meaningful letters to local legislators and the important people on legislative committees. This communication alerts the legislators that their constituents are watching the bill in question. The timeliness of your letter-writing effort is critical. So you must have a system of sending timely information to your letter writers. Send them a sample letter, a list of important bills, and so on, so that at the right time the letters will be going to the proper legislators.

The second type of supporter is the individual with communication lines to the power structure. Some of your athletic boosters may know key aides to legislators, for example.

The third category of supporters consists of committed legislators. As I mentioned, it is essential that you have at least one legislator in the House and at least one in the Senate who will be your prime movers. They may not be on the powerful committees, but they must have power and influence within the legislative process and they must be amenable to working out strategies with you.

DRAFTING BILLS

Another important part of effective lobbying is bill-drafting. It is certainly important that you have your supporters lined up, that you have a credible document, that you have assessed your power structure, and so on, but none of that will mean anything unless you are also effective in bill-drafting. In the process of bill-drafting, you must incorporate the data from your document in such a way that will minimize resistance. For bill-drafting to be successful, you must also develop a rapport with your prime movers.

Before you begin bill-drafting, you must research all possible funding sources. If your state has a law or ruling that no appropriation can be made to athletics, you must understand that this is just a law. It can be changed. That is part of what you would include in your bill. For example, you might include a section that says you can accomplish something notwithstanding a certain law that disallows appropriations for athletics.

There were several factors we had to consider in Florida. First, there was a requirement that a certain amount of student fees go into intercollegiate athletics for both men and women. Within our bill, we held constant the amount the students were paying for both men's and women's programs. If we required that the legislature simply maintain the same level of funding for women's athletics, it was possible it would decrease the amount awarded to men's athletics. We also wrote into the bill that 20 cents per credit hour would be placed into the student fee fund and earmarked for women's athletics. This 20 cents per credit hour was in addition to the student fee we had held constant. The source of that 20 cent per credit hour appropriation was the university discretionary fund, which we call the matriculation fund. We, in essence, decreased the university's matriculation fund by 20 cents per credit hour, placed the amount into the student fee fund, and earmarked it for women's athletics. This decreased the amount of money in the university's matriculation fund, but the state then reimbursed the 20 cents per credit hour within the matriculation fund. We had devised a method of getting the funding for athletics through an indirect source. The next year, once we had our document and knew we could measure the discrepancies in men's and women's programs, we held constant both the student fee money and the 20 cents per credit hour money.

We also tacked on a sales tax provision in the bill. Basically, it said that all sales tax from the institution to the state would be held at the institution for women's athletics. At a major football institution that amount of money could be substantial. There are other functions on campus--in the art or drama departments, for example--that yield sales tax that could be held for women's athletics. This approach does not cost your institution any money, regardless of what department or program the sales tax comes from. It is money that would normally go back to the state that now will be retained on campus for women's intercollegiate athletics.

Our bill for 1979-80 also asked for a direct appropriation. During that legislative session we again held constant the student fees from the previous year. We held constant the 20 cents per credit hour. We held constant the sales tax appropriation and also the base level of funding that was already going to the women's program from the university itself. When we added up the total amount of allocation to women's athletics from these resources, we subtracted that from the amount we had calculated in our document we would need to be in compliance with Title IX. We came up with the dollar amount we needed through a direct appropriation.

In this type of effort it is critical to involve the chairperson of the appropriations committee in order to assess what state funding source the direct appropriation should come from--general revenue, a reserve fund, and so on. This is not something you can locate. It has to come from the chairperson of the appropriations committee.

Our bill also established a council on equity for athletics to monitor the expenditures of the funds. We housed this council in the Board of Regents. This would differ, depending on your state structure. It is imperative, however, that you set up some type of monitoring body to ensure that the expenditures are taking place properly and to keep an eye on budget requests.

Before you draft your bill, you must consider opposition to it. If you feel there will be opposition, you must approach those organizations or agencies. In our case, there was a possibility of opposition from the students because we were locking in their student fees. We got together with them and discussed the types of things they wanted written into the bill and what assurances they wanted from us concerning future funding. We reached an agreement. It is important that you at least approach any opposing forces and try to work out a compromise. When you lobby the legislators, you do not want to have to cope with strong opposition.

Another important consideration in bill-drafting is the language you use. Your bill must be short and concise, but it also must cover every aspect necessary. When you finish drafting the language to the best of your ability--with the help of the bill's sponsor--the bill will go to the bill-drafting staff of the legislature to be put into exact legislative language and to receive a bill letter and number.

GETTING THE WORD OUT

Once your bill is drafted and your lobbying efforts have begun, dissemination of information is critical. You must cover all your bases. The key to getting legislators to read your information is to make it short and to the point. Legislators are extremely busy and must deal with hundreds of bills. They don't want to go through 10 pages of background. They want to read the bill and a one- or two-page summary of what you have done.

You must also disseminate information to the individuals or groups that will be your prime movers and your prime supporters. For us, these included the Board of Regents, the Council of Presidents, the Governor's office, the chairperson of the House Appropriations Committee, and the chairperson of the Senate Ways and Means Committee. These people need the detailed background. They need a copy of the needs assessment, the bill, your summary explanation, and the documentation of your needs. The individuals who really need the summary sheet and a copy of the bill are the committee and subcommittee members, conference committee members, and other legislators.

Don't forget to give your letter writers and other supporters adequate information so they can help your lobbying efforts. The letter writers will need the summary information, a copy of the bill, a list of key legislators, their local delegates, and a sample letter (tell them not to copy the sample letter verbatim, but to put the letter in their own words). It is also important to ask them to write a thank you letter to legislators for their support, whether or not the bill passes. You never know--next year you may attempt the same effort.

Other persons of influence who can assess the power within the legislature also need summary information, a copy of the bill, a list of the legislators' social activities that may be taking place in their areas, and a list of the key legislators you want them to call or write. Many issues are discussed and resolved in social settings. These people are your key to getting information to others, aside from the hectic lobbying activities that take place at the capitol.

TRACKING YOUR BILL

The final critical step is intensive lobbying and bill-tracking. Most of the mind-boggling hard work is done at this point. From here on it's almost like a game: "Stay up with the bouncing ball. It's fun, it's exciting, but it takes a lot of time, hard work, and persistence." It's important to understand the basic legislative structure in your state. It's very easy to lose track of your bill if you don't keep up with it on a daily basis. You must read the legislative calendar of the day and you must understand all the documents released so you know when your bill is going to be in which committee and when it is going to the floor for action.

Probably the two most important things to remember are: (1) don't lose track of your bill and (2) stay visible. The impact of your being visible, especially during committee meetings and conference committee meetings, is more substantial than you can imagine. If legislators know you are sitting there hearing what they are saying, and at the same time they are receiving letters and telephone calls and hearing discussions at social events, it can have a big impact.

These efforts require a great deal of work, but they are exciting and are done for a worthy cause. Your efforts will not only help achieve equality for young women on your campus, but they will help the athletic department and the entire institution.

We are taking our case to the state so that ultimately we can stand on our own. As I said, it takes money to make money. Once we have the resources to raise funds and bring in gate receipts, we hope we can have strong programs for our young women and men based on the foundation we have built, one that will stand independently of state funding.

ENDOWING THE FUTURE

Bud Callahan
Assistant Director
University of Iowa Foundation

At the University of Iowa, we coordinate all fund raising to support the university's needs through the foundation and a team of fund raisers. This "team" approach helped us achieve our goal in a recent capital campaign.

HISTORY OF THE FOUNDATION

The foundation at Iowa was established in 1956 as a private corporation. Initally, the personnel included two executive staff persons and a secretary. During that first year, the foundation raised $25,000 from 1,300 contributors. Last year (1980) we raised $24.5 million--$10.9 million in outright gifts and $13.6 million in deferred income.

Presently, our staff includes 11 executive staff members, 12 support staff persons, and six to 10 part-time employees. Our current programs have evolved in response to the university's needs and will continue to guide any future staff development.

BUILDING THE PYRAMID

Our primary purpose is to raise private funds for the university; our primary objective is to run a first-class business operation.

Our strategy is to attempt to run a very balanced program. We think that new donors can and must be acquired in sufficient numbers to maintain and build the base of contributors. Although it always seems to cost substantially more to build a broader base of support, the broader base is the source for the less expensive renewal dollars and major gifts. We think the relatively high cost of adding new donors can validly be thought of as an investment in an income-producing asset, the donor base. This is how we endow the future of our fund-raising programs.

We liken the overall fund-raising work of the foundation to that of building a pyramid of contributors. The pyramid is based upon a "tier system" of contributors and honor clubs.

At the base of the pyramid, forming its foundation, in 1980 were approximately 25,900 total contributors to the foundation. The first level upward, the first honor club, is the Old Gold Club or $100 level. In 1980 8,218 individuals achieved this recognition. The next highest honor club is the Pentacrest Society, which recognizes annual contributors of $500 or more. There were 2,626 Pentacrest Society members in 1979. At the top of our pyramid are the 1,289 Presidents Club members who joined by making a minimum commitment of $1,000 per year for the next 10 years or $10,000.

To ensure the long-range success of the fund-raising program, we feel continuous attention to all parts of our pyramid is a must. No segment should be allowed to atrophy. Building the base of contributors is especially important because it can be demonstrated again and again that most (but not all) of the contributors who have reached higher levels in the honor clubs started as modest annual contributors. You can move contributors up the tiers to higher honor club levels through various methods of cultivation. These include careful acknowledgment of gifts, reporting to contributors on the use of their gifts, presenting an opportunity for enlightened planned giving, involving contributors in various campaign and project committees, and numerous other methods.

THE FUND-RAISING TEAM

The foundation team tends this pyramid very carefully. Our team includes:

1. A person in charge of annual giving who is responsible for the pledge reminder process, gift acknowledgment coordination, class gifts, and establishing Presidents Club pledges and files;

2. A person in charge of Health Center gifts, which includes the Colleges of Medicine, Dentistry, Nursing, Pharmacy, and the University Hospitals and Clinics;

3. The arts fund raiser, who coordinates all fund-raising activities as they relate to the performing arts, the Writers' Workshop, and the Museum of Art;

4. An experienced staff member in charge of all planned giving and the Presidents Club. He operates primarily at the peak of our pyramid.

5. A person charged with maintaining and cultivating new relationships with corporations, foundations, and industry. Her work obviously cuts across all of the constituent areas.

6. The communications coordinator, who designs and coordinates all publications for the foundation. This department has won 25 CASE awards in the last three years.

7. An effective accounting and investment person, a necessity if you are to survive in this business. All of our records are on line with five CRTs constantly at work.

8. An office manager, who runs the show. She coordinates the secretarial activities and typing pool. We are fortunate to have IBM's system 6 at work for us.

9. A person charged with raising funds for the College of Law.

10. An executive director, who coordinates the entire foundation operation.

All of this probably doesn't sound much different from the organization at your institution, but we are all in one building.

ATHLETIC FUND RAISING

As the athletic fund raiser, I'm also a member of this team. I tend the athletic giving pyramid, which is a component of the foundation's overall giving pyramid. The majority of my efforts are directed at those already in the program--to move current contributors up to another level--and at new prospects--to motivate them to join the first honor club at whatever level they choose.

At the base of the athletic pyramid in 1980 were 7,600 total contributors to the Iowa Athletic Department. One step above, our first honor club, is the I-Club or $25 level. Last year 2,552 individuals achieved this level of recognition. Our Bronze Hawks represent those who contribute $100; 2,885 donors qualified at this level last year. The Silver Hawks represent our broadest range of dollars contributed. ($250-$999). Last year 1,906 Hawk fans donated at this level. At the peak of our pyramid are the Golden Hawks, those who annually contribute $1,000 or more; 301 persons made gifts at this level in 1980.

If you analyze the pyramid, you'll see that the I-Club level is a little bit out of proportion. Several persons have suggested that we change the minimum giving level to $50 or do away with this program, but we really don't want to do that.

We feel very strongly about maintianing a minimum giving level that will give recent graduates or people on fixed incomes a way to be involved.

THE I-CLUB

The I-Club is the national organization that fans and friends of the Iowa Athletic Department may join by making annual gifts to support our 11 men's and 11 women's varsity sports. As I have mentioned, we have about 7,600 I-Club members. The program functions not only at the national and state level, but also at the local level. We have more than 40 county or regional I-Clubs.

We describe the benefits of making annual contributions in our "Honor Roll" mailing, which we send out every January to give recognition to our donors. The benefits include recognition materials such as pins, decals, and membership cards; parking and seating considerations at athletic events; publications such as press guides and newsletters; and invitations to I-Club outings.

We believe in taking our program to the public. Some people might say that we overkill a little with banquets and other events. We believe that by keeping the coaches and athletes as visible as possible through I-Club events throughout the year, our fans maintain a very close relationship with the athletic department. Our I-Club outings include 30-35 summer golf-banquets around the state. To accomplish this visibility, given the demands made on our coaches for their time, I have developed two speaking teams, and I simply rotate them every other year. Here are a few examples of other I-Club sponsored events:

1. Spring football game luncheon (contributors of $100 or more);
2. Appreciation dinners (contributors of $1,000 or more);
3. Golden Harvest (all contributors);
4. Banquets for various athletic teams;
5. Weekly meetings during the football season with speakers and game films.

As you can see, we subscribe to the axiom of "up close and personal." It really has worked for us. It also requires a lot of work, but the results have been measurable in terms of fund raising and attendance at our athletic events.

TWO TRACKS FOR ATHLETIC GIFTS

Our fans can make contributions to two different funds. Making a gift to either fund makes the donor an I-Club member.

One fund is the I-Club Scholarship Fund, organized in 1951 as a private corporation, which is set up to receive gifts to support Iowa athletics. Through the years the scholarship fund has grown to include 1,100 contributors, whose gifts amounted to $350,000 in 1980. Bump Elliott, our athletic director, sits on the board of directors for this organization and submits requests for funding of general and specific projects. This practice usually causes great concern when people first hear about it; but let me assure you that Bump has yet to be denied funding for any request.

The second organization, the Hawkeye Fund, was established in 1973-74 as a University of Iowa Foundation-sponsored operation. Our purposes are simple:

1. to offer professional fund-raising services, athletic communications, and other benefits to friends and alumni who wish to enhance the development and achievements of Iowa's Hawkeyes;

2. within the guidelines of the Big Ten, the AIAW, and NCAA rules, to provide additional funds to establish and maintain a margin of excellence for the Iowa Hawkeyes; and

3. to uphold the aims and policies of intercollegiate athletics at the University of Iowa and of the Big Ten Intercollegiate Conference.

During the past seven years the Hawkeye Fund has grown to 6,500 contributors, whose annual gifts amount to more than $1 million. Bump Elliott manages the money that we raise through the Hawkeye Fund.

Our growth has not happened automatically. We have made a conscious attempt to keep the "pyramid concept" visible. We must promote dollar competition between I-Clubs and the attractions--both tangible and intangible--of moving up the pyramid. We are constantly looking for a new idea that will help us grow. An example of this is the change we've made in our Honor Roll. Keeping in mind that a lot of people are motivated by seeing their names in print, this year we've excluded the $25 contributors from the Honor Roll in an effort to encourage larger gifts. They will receive the mailing, but their names will not appear in the publication.

We are extremely proud of the I-Club and the strong and viable group it has become. The I-Club has proved to be a valuable organization for another reason: It provided the leadership, the basic volunteer structure, and a basis for assembling a prospect list for our recent $8.5 million capital campaign.

THE HAWKEYE ARENA/RECREATION CAMPAIGN

For years, Iowans have been hoping for a new sports arena. The late Adolph Rupp called the present facility the biggest heated barn he'd had a team play in. As the current fieldhouse grew older, our basketball and wrestling fortunes were rising, and consequently more fans were interested. At the same time, Dr. Christine Grant, our women's athletic director, was establishing a sound and complete women's program. Couple this with the increased interest in physical education, intramurals, and recreation, and you begin to understand the magnitude of our problem.

During the summer of 1979, we developed plans to build a new 15,000-seat sports arena to accommodate both men's and women's intercollegiate athletic programs. A new athletic office building was also planned that would be attached to the new sports arena and house the staffs of both departments. We also sought to remodel the existing fieldhouse to address our recreational needs. The price tag for this long overdue project was $22.6 million, of which $8.5 million was to be raised through private gifts. A portion of the budget would be raised through the sale of bonds.

We at the foundation all swallowed hard because this represented the largest capital campaign ever attempted by the university. Upon completion of the fund-raising feasibility study, which was conducted by an outside firm, one important conclusion resulted--the money was available if we would follow a carefully designed game plan. We went to work immediately. Furthermore, the feasibility study concluded that the University of Iowa Foundation staff was capable of accomplishing the task with occasional professional consultation. The foundation staff accepted the challenge of maintaining our ongoing annual programs while conducting this capital campaign. Finally, the study suggested that the timetable for this campaign should be spread over two years. For several very important reasons, we decided to conduct the campaign in one year.

Our first regional campaign was launched on January 22, 1980. On December 20, 1980, before a home basketball game, we were able to announce that we had substantially surpassed our goal. We have been successful because we planned extensively and were extremely lucky.

The audience we addressed was obvious--those interested in athletics. The I-Club members and lists of season ticket holders provided the nucleus for our prospect lists and leadership in each regional campaign.

From January through September 23, 1980, we launched regional campaigns across the state of Iowa. In each case a member of the foundation executive staff coordinated the regional campaign, with a local chairperson always leading the way. We provided the structure for the volunteer network in each campaign, but encouraged the local leadership to enlist the volunteers to make the solicitations. Each volunteer solicitor was asked to make no more than five personal calls. In most cases a regional campaign took no more than six to seven weeks to complete.

The results of this campaign are tangible in terms of pledged dollars to the project, but we also attained other, more subtle goals:

1. We established for the university a whole new network of volunteers to supplement the existing volunteer groups.
2. We created a new awareness among Iowans of the many ongoing programs at the university.
3. We raised the visibility of the University of Iowa Foundation and established great credibility.
4. We have broadened the base of contributors to our programs.
5. We raised more constituent program money than ever before.
6. We strengthened the foundation team through a sense of accomplishment.

In conclusion, we feel there are several advantages to the team concept. It provides for:

1. continual communication among constituent areas;
2. careful coordination of all fund-raising activities;
3. continuity in planning of all fund-raising support activities;
4. accurate and thorough accounting, acknowledgment, and reminder system;

5. immediate access to all alumni, biographical and giving records; and

6. the availability of the necessary clerical assistance and associated hardware.

Appendix: Sample Materials

Dedication to Excellence

Vanderbilt Commodore athletics are an integral element in the University's daily life, and the National Commodore Club is the financial foundation for our growing and improving program.

Dedicated to excellence in each of our 15 intercollegiate sports, we maintain membership organizations throughout the United States which are contributing to our success. To continue to grow, we need your added membership and support.

One of the most important benefits you will derive from the National Commodore Club is the knowledge that you are contributing to our athletic program in a positive way. Our funds not only help to meet the financial obligations of a major college athletic program, but make it possible for qualified men and women student-athletes to receive scholarship assistance.

We are very excited about the future of Commodore athletics, and I personally invite you to join us as we continue to help every day in every way with Vanderbilt success.

Sincerely,

George Bennett

George Bennett
Executive Director
National Commodore Club

★ Box 120158, Nashville, Tennessee, 37212 (615) 322-4727 ★

The Vanderbilt Commitment

Admiral — $6,000

Ticket priority according to rank.
Football tickets:
  14 Season tickets.
  10 Tickets for key home games if season tickets are not purchased.
  8 Tickets for key away games if season tickets are purchased.
  6 Tickets for key away games if season tickets are not purchased.
Basketball tickets:
  8 Season tickets.
  6 SEC Tournament tickets if season tickets are purchased.
  4 SEC Tournament tickets if season tickets are not purchased.
  2 Reserved numbered parking spaces for every home football and basketball game.
Brochures on every varsity sport.
Name listed in football and basketball game programs as an Admiral.
Special plaque for home or office.
Invitation to annual Admiral's Recognition Dinner.
Name engraved on Admiral's Scholarship Donor Plaque in McGugin Athletic Center.

Captain — $3,000

Ticket priority according to rank.
Football tickets:
  10 Season tickets.
  8 Tickets for key home games if season tickets are not purchased.
  6 Tickets for key away games if season tickets are purchased.
  4 Tickets for key away games if season tickets are not purchased.
Basketball tickets:
  6 Season tickets.
  4 SEC Tournament tickets if season tickets are purchased.
  2 SEC Tournament tickets if season tickets are not purchased.
  1 Reserved numbered parking space and area parking availability for every home football and basketball game.
Brochures on every varsity sport.
Name listed in football and basketball game programs as a Captain.
Special plaque for home or office.

Commander — $1,000

Ticket priority according to rank.
Football tickets:
  8 Season tickets.
  6 Tickets for key home games if season tickets are not purchased.
  4 Tickets for key away games if season tickets are purchased.
  2 Tickets for key away games if season tickets are not purchased.
Basketball tickets:
  4 Season tickets.
  2 SEC Tournament tickets if season tickets are purchased.
Football and basketball brochures.
Area parking for every home football and basketball game.
Name listed in football and basketball game programs as a Commander.

Lieutenant — $500

Ticket priority according to rank.
Football tickets:
  6 Season tickets.
  4 Tickets for key home games if season tickets are not purchased.
  2 Tickets for key away games if season tickets are purchased.
Basketball tickets:
  2 Season tickets.
Football and basketball brochures.
Name listed in football and basketball programs as a Lieutenant.
Area parking for every home football and basketball game.

Ensign — $300

Ticket priority according to rank.
Football tickets:
  4 Season tickets.
  2 Tickets for key home games if season tickets are not purchased.
Basketball tickets:
  2 Season tickets.
Football and basketball brochures.
Area parking for every home football and basketball game.

Chief — $100

Ticket Priority according to rank.
Football tickets:
  2 Season tickets.
Basketball tickets:
  2 Season tickets.
Football and Basketball Brochures.

Ticket and Parking Priorities

To qualify as a season ticket purchaser, a National Commodore Club member must purchase at least two season tickets.

- Order of ticket priority is determined by the amount of annual contribution and acumulative giving record to the National Commodore Club. Season ticket purchasers in each priority group for both home and away games will be handled first.
- If tickets are not available to meet requests, a system using a member's accumulative giving record will be implemented to determine which orders will be handled first.
- Individual home game ticket requests are handled according to availability of seats after season tickets in all categories have been dispersed.
- National Commodore Club members who are season ticket purchasers are guaranteed their seats as long as they maintain their level of membership at which the seats were assigned.

Benefits to Members

Every National Commodore Club member receives:

- Gold Membership Card for each category of participation.
- Attractive current-year automobile decal.
- Informative Commodore *Now Hear This Report* throughout the year.
- Personal satisfaction of belonging to a worthwhile organization that is succeeding in helping Vanderbilt University.

Alexander-Tharpe Scholarship Fund, Inc. / Georgia Tech
Atlanta, Georgia 30332 / 404-894-5428

Trustees
J. M. Pettit
President
William C. Wardlaw
Vice President
Robert L. Ison
Trustee Emeritus
Frank C. Owens, Jr.
William M. Sangster
T. Foley Treadway
John H. O'Neill, Jr.
Treasurer
Warren Heemann
Secretary
Jack Thompson
Executive Director

December 1980

Dear Tech Alumni and Friends:

Having recently assumed the duties of Assistant to the President and Director of Athletics at Georgia Tech, I have made a financial analysis of what it will take for Georgia Tech to be competitive in athletics in the Atlantic Coast Conference. I believe that Tech people want a program of excellence and are willing to make the financial commitment to arrive at that point. It will not happen overnight, but you can expect to see results as quality student-athletes are added to the program.

The competitive ACC schools raise from a minimum of 1.5 million dollars to 2.5 million a year in their athletic funds. At present, we are raising $800,000, so you can see we have a way to go. I am asking each alumnus and friend who is capable of making a gift to the Alexander-Tharpe Scholarship Fund to do so. We have five levels of giving: $3000, $1000, $500, $150 and below $150. If you are financially able to consider a $3,000 gift, please do not settle for anything less. If a $1,000, $500, or $150 gift is what your budget will allow, be assured that your gift is accepted with thanks and will go a long way toward bringing Tech to a position of excellence in athletics. Your contribution is tax deductible and helps worthy student-athletes earn a degree.

I feel confident we can restore Tech to the position we all desire. I have had the opportunity to do it before and it is a most gratifying feeling. It would be a shame for a great institution like Georgia Tech to fall short of its goals. Your investment in Tech's future will give us the opportunity to reach these heights of competitiveness. Without your help this task will be difficult to accomplish.

Thanking you in advance for your generous gift to the Alexander-Tharpe Scholarship Fund, I am

Sincerely,

Homer Rice

Homer Rice
Assistant to the President
and Director of Athletics

Alexander-Tharpe Scholarship Fund, Inc. / Georgia Tech
Atlanta, Georgia 30332 / 404-894-5428

Trustees

J. M. Pettit
President

William C. Wardlaw
Vice President

Robert L. Ison
Trustee Emeritus

Frank C. Owens, Jr.

William M. Sangster

T. Foley Treadway

John H. O'Neill, Jr.
Treasurer

Warren Heemann
Secretary

Jack Thompson
Executive Director

April 22, 1981

Dear Alexander-Tharpe Contributor:

There are a lot of exciting things happening in the athletic area at present. Bobby Cremins, an outstanding young coach and recruiter, has been maned Head Basketball Coach and Bill Curry has the football team in intense preparation for next season. The Spring Game will be at 7:30 p.m., Friday evening, May 1, on Grant Field. We hope you will be able to attend.

Athletic Director Homer Rice will moderate a "Sideline Sports" TV show which will air on WXIA-TV, Channel 11, in the Atlanta metro area beginning 26 April, at 2:00 p.m. This show will showcase all the sport programs at Tech as well as segments with other athletic interests in the community.

The new Intercollegiate Athletic Center is finally becoming a reality and should be completed as early as October. A-T contributions are rising significantly as we push forward to catch our competitors in this area. A full marketing and promotions program is now being implemented at Georgia Tech. Yellow Jacket booster groups are being formed as part of Alumni Clubs around the state and nation to support the athletic program. Among many other highlights is the continued strong commitment of the Athletic Association under Homer Rice to academic excellence for our student-athletes.

Our Annual Spring Football Outing is open to Alexander-Tharpe contributors this year and I invite your attention to the enclosed material.

I hope you enjoy the brochure on Tech Football Signees. Coach Curry is pleased with these young men who will represent us in the future.

Your generosity in support of the Alexander-Tharpe Fund is appreciated, and we encourage your participation to the maximum extent of your ability.

Please let me know if you have questions, or we can be of any service to you.

Best wishes,

Jack

Jack Thompson
Assistant Athletic Director and
Executive Director Alexander-Tharpe Fund, Inc.

JT/mef

ALEXANDER-THARPE SCHOLARSHIP FUND, INC.

Please inform us if you have included Alexander-Tharpe Scholarship Fund, Inc. in your estate plans. Be assured that any information provided will be kept in the strictest confidence.

I have arranged for an Estate Gift to Alexander-Tharpe Scholarship Fund, Inc.:

- ☐ In my will
- ☐ Through an insurance policy
- ☐ By a charitable remainder trust
- ☐ other ______________________

I would like further information on:

- ☐ Gifts by will to Alexander-Tharpe Scholarship Fund, Inc.
- ☐ Gifts in trust-with retained life income provisions
- ☐ Gifts of life insurance
- ☐ Gifts of property—real & personal
- ☐ Ten ways to remember Alexander-Tharpe Scholarship Fund, Inc. with a planned gift

NAME ______________________ CLASS __________

STREET ______________________

CITY __________ STATE __________ ZIP ________ TELEPHONE(   ) __________

Return to: **Jack Thompson, Executive Director, Alexander-Tharpe Scholarship Fund, Inc.**
Georgia Institute of Technology, Atlanta, GA 30332 404/894-5427

Please see other side of this card.

The Alexander-Tharpe Scholarship Fund, Inc. needs your help in identifying other Alumni and friends who are not presently supporting the Fund. Your recommendations are appreciated.

Name ______________________
Address ______________________
Phone ______________________

Name ______________________
Address ______________________
Phone ______________________

Name ______________________
Address ______________________
Phone ______________________

Your Name ______________________
Address ______________________
Phone ______________________

May we use your name in contacting these individuals?

Yes __________ No __________

Please mail to: **Jack Thompson, Executive Director, Alexander-Tharpe Scholarship Fund, Inc.**
Georgia Institute of Technology, Atlanta, GA 30332 404-894-5427

Century Club Information

The Century Club is The University of Tennessee's way of recognizing and thanking those individuals who are the backbone of the University's voluntary financial base. Last year more than 600 alumni and other friends contributed individual gifts ranging from $100 to $499 to become members of this special club.

Each member who contributes in this range to the *Athletic Program at UTC* receives *from this campus:*

— Complimentary parking for all athletic events in the lot adjacent to Maclellan Gymnasium;

— A handsome metal auto tag signifying the member as a staunch Moc booster, which also serves as the parking pass.

— The earliest notice possible on special purchase of athletic tickets for events like regional tournaments, quarter finals, etc.;

— Routine applications for season tickets.

. . . . and from The University of Tennessee system:

— Preference for UT tours and season ticket purchases, as accorded to the members of the Century Club;

— A handsome certificate noting membership in this exclusive club and a special wallet card attesting the individual's membership;

— An invitation to a banquet held in honor of the Century Club members.

Finally, in addition to these tangible items, each Century Club member receives the satisfaction of knowing that his gift is a significant part of the successful programs that the University has undertaken.

Stadium/Rocky Top Clubs Information

The Stadium and Rocky Top Clubs are a special recognition from The University of Tennessee at Chattanooga to those friends of athletics who make contributions to our program of $250 or more. This core of friends helps to form the foundation of the annual athletic fund drive. These are special friends who deserve to be treated in a special way.

Membership in the Stadium and Rocky Top clubs is defined as follows:

UTC Athletic Fund Donors of

$250 - 499	receive 2 memberships to *either the stadium club (football) or Rocky Top Club (basketball).* You will be given a choice as to which club you prefer.
$500 - 749	receive 4 memberships to *both the stadium club and Rocky Top Club.*
$750 - 999	receive 6 memberships to *both clubs.*
$1000 - Up	receive 8 memberships to *both clubs.* (Those deserving more than 8 memberships will be given the appropriate amount upon request.

Note: Dependents of Club members under 18 years of age will be admitted to Club only when accompanied by parent or guardian with membership card.

The *Stadium Club* is an exclusive room underneath the Oak Street stands at Chamberlain Field which is open to *members only* for one hour prior to each home game and during halftime.

The *Rocky Top Club* is an exclusive room behind Section E of Maclellan Gym which is open one half hour prior to and during halftime of all home Southern Conference games.

Light snacks are served, with soft drinks and coffee available. Pregame scouting reports will be available in the Stadium Club, and a MOC Coach will be on hand prior to each game to bring the latest information to the group in both clubs.

An exclusive *Rocky Top — Stadium Club* car tag will enable members to receive complimentary covered parking in the Library Lots.

> "We're looking forward to a very successful year in the total athletic program at UTC, and as you represent the backbone of the Athletic Fund, I very much appreciate your involvement in athletics."
>
> — James E. Drinnon, Jr.
> Chancellor

UTC

Vice Chancellor for
Development

**The University of Tennessee
at Chattanooga**

Chattanooga, Tennessee 37402

TO: Contributing Alumni and Friends of UTC

FROM: Ian T. Sturrock

SUBJECT: 1980 Moc Football Season Ticket Application

DATE: August 25, 1980

Thank you once again for your continuing interest and generosity! Your support has been and will be a vital factor in providing excellence at UTC.

The 1980 football season is only a few days away and the Mocs will debut at Chamberlain Field against powerful Appalachian State on September 20. As you may know, the Mocs have been picked to repeat for an unprecedented fourth year as Southern Conference champions--so each game will be exciting and crucial. If you do not already have season tickets, I hope you will order today so you can be assured of a reserved seat for five exciting games this fall!

A special season ticket application for you is enclosed! We cordially invite you to join new head coach Bill Oliver and the 1980 Mocs for a great season of Division I football!

ITS:mer

Enclosure

P. S.: If you have already ordered your tickets, please pass this opportunity on to a friend, neighbor, or business associate.

SENT TO LOCAL DENTISTS UTC ATHLETIC FUND

DRS. BRALY, SHELTON AND TEPPENPAW, ASSOCIATED, INC.

THOMAS E. BRALY, JR., D.D.S.
ROBERT J. SHELTON, D.D.S.
WILLIAM S. TEPPENPAW, JR., D.D.S.

102 WALNUT STREET PHONE 756-0481
CHATTANOOGA, TENNESSEE 37403

July 22, 1980

Dear

I would like to take a minute of your time and ask you for your support of UTC Athletics.

As you know, the athletic program at UTC has become a focal point for the entire Chattanooga area. It has been my pleasure to be involved for several years in this worthwhile cause and I would like for you to enjoy the excitement of the competition as it is played at UTC.

The football team has earned the championship of the Southern Conference for the last three years. The prestigious Southern Conference includes such schools as Marshall, Furman, and other comparable institutions in the Southeast. Along with this string of Championships, our new Head Football Coach, Bill Oliver, has arrived from the University of Alabama and is a proven winner. This will surely be a remarkable year for Chattanooga football!

The basketball team, under Coach Murray Arnold, has a competitive schedule including the December Cotton States Tournament in Atlanta at the Omni which includes the University of Georgia, Missouri, and Florida State. Needless to say, this will be an exciting year for basketball!

The wrestling program has also been a consistent champion within the Conference along with both mens' and womens' tennis teams.

To keep this winning tradition going, financial support is a necessity. Please join me in supporting this program. I can assure you that your time and investment will be well spent.

Enclosed you will find a brochure explaining in-depth the UTC sports program and its many successes.

I hope to hear from you soon,

Dr. Thomas E. Braly, Jr.

Enclosures

Office of the Chancellor

**The University of Tennessee
at Chattanooga**

Chattanooga, Tennessee 37401

MEMORANDUM

TO: Members of The University of Tennessee Presidents Club

FROM: James E. Drinnon, Jr.

DATE: August 29, 1979

The beginning of UTC's 1979-80 athletic season is only a few days away and we are all optimistically awaiting the opening of our home football schedule on September 8 when UTC will meet Western Kentucky at 7:30 p.m. on Chamberlain Field. Coach Morrison's MOC's will seek to defend their back-to-back Southern Conference football co-championships. Our new head basketball coach Murray Arnold is building a winning team for the coming Southern Conference campaign.

I hope that you have had the opportunity to enjoy UTC athletics in past years and that you will plan to join us during the coming year. My purpose in writing is to invite you to be my guests in the hospitality areas we have established for both sports.

The Stadium Club (football) and The Rocky Top Club (basketball) provide an opportunity for the most generous supporters of UTC athletics to gather prior to and at half-time on home games. Light refreshments are provided with our compliments, and a coach will be on hand before each game to provide a scouting report and UTC game strategy for the sports enthusiasts. I believe you will enjoy these clubs, and I will look forward to seeing you there!

I want to thank you once again for all you do for The University of Tennessee and invite you to join us for the exciting seasons ahead.

Enclosure

Krystal

The Krystal Company
The Krystal Building
100 W 9th Street
Chattanooga, Tennessee

PRE-CAMPAIGN MAILING TO PAST YEAR'S CONTRIBUTORS OF $100 OR MORE TO SEEK AN EARLY GIFT--TO ELIMINATE AN UNNECESSARY CALL BY A VOLUNTEER (WHICH, IN TURN, MEANS MORE NEW PROSPECTS CAN BE SOLICITED). THIS MAILING IS SENT 4 WEEKS PRIOR TO KICK-OFF.

A SIMILAR MAILING, DATED KICK-OFF DAY, GOES TO ALL PROSPECTS WHO MADE A GIFT IN THE PAST YEARS--THE WORDING IS SIMILAR, EXCEPT THAT NO GIFT IS REQUESTED AND THE FORTHCOMING VISIT OF A VOLUNTEER IS ANNOUNCED.

Dear :

I want to thank you sincerely for your generous past support of UTC's athletic program--support which has contributed so much to the great progress made by UTC's teams in the last few years. In 1979-80 the $220,000 donated by friends of the athletic program made a real difference as UTC moved smoothly along in the transition from Division II to Division I status.

Of course, you already know the successes UTC had this past year--the Southern Conference Football Championship, the wrestling and tennis team championships. We also had a scrambling young basketball team whose win-loss record tells very little about the excitement and heart they brought to their games at Big Mac. The enclosed brochure tells you more about the hopes and plans for our athletic program during the 1980's. But what I want to talk about is momentum--and what money does for momentum.

The entire men's and women's athletic program at UTC is thriving, but there are great challenges ahead. In the next few years, as we wait for the completion of the Sports Arena and the changes and opportunities it will bring, UTC needs more than ever before the solid and unswerving support of the sports-loving community. And more than ever before, we need your dollars as well! State budget cuts and the high rate of inflation are taking a heavy toll on all university programs, and if we are to keep moving toward a first-class athletic program, every source of revenue is important--including your gift.

I have looked at the athletic budget for 1980-81, and I am absolutely convinced that every reasonable economy has been taken. There are areas which just cannot be cut any more without slipping backwards toward a "small college" role. We must keep our scholarships, recruiting funds, and equipment up to standard. We must be able to compete for the best athletes and offer them programs and facilities just as good as their abilities!

1980 will be a crossroads year. If we can cancel out the effects of inflation with our gift dollars, we can take the road that leads to truly outstanding across-the-board achievement in athletic competition. Working together, we can reach the goals which our dedicated coaches have set for UTC in the coming decade.

I intend to reach a little deeper into my pocket this year, and I hope you will reach a little deeper into yours. There simply is no substitute for our gifts in this time of economic pinch--because it is also a time of great opportunity. Your money and mine will help sustain the exciting mementum of UTC's fine young athletic teams in 1980-81!

I hope you will enter an increased pledge on the enclosed card and send it in as soon as possible, by June 17 at the latest. If I have not heard from you by June 17, an athletic volunteer will be calling on you. Let's put together a great Athletic Fund total this year!

Yours in sports,

Gordon L. Davenport
Chairman
1980-81 UTC Athletic Fund

GLD:mer

Enclosure

Krystal

The Krystal Company
The Krystal Building
100 W. 9th Street
Chattanooga, Tennessee 37402

PERSONAL ACKNOWLEDGMENT FROM CHAIRMAN TO
CONTRIBUTORS OF $251 OR MORE.

Dear :

I want to personally thank you for your donation of $500 to the 1980-81 Athletic Fund at The University of Tennessee at Chattanooga.

As you know, this is a crucial year for the UTC sports program. Your gift will greatly help to offset the increased costs of scholarships, recruitment, and all the other ingredients which make a successful athletic program.

Your parking tags and membership cards will be forwarded to you in August for the upcoming 1980-81 athletic season.

Thank you again for your support, and I hope to see you when the athletic season begins this fall.

Sincerely,

Gordon L. Davenport
Chairman
1980-81 UTC Athletic Fund

GLD:es

Enclosure

Krystal

The Krystal Company
The Krystal Building
100 W 9th Street
Chattanooga, Tennessee 37402

FOLLOW UP LETTER FROM CHAIRMAN TO ALL INCOMPLETE CARDS--SENT 100 DAYS AFTER THE CAMPAIGN KICKOFF (APPROXIMATELY).

October 2, 1980

Dear :

As we have not received your gift for the 1980-81 Athletic Fund, probably because we have failed to contact you, I wanted to make an appeal for your help this year.

As you know, the UTC Athletic Program has become a focal point in the Chattanooga community and one for which we can all be very proud. This increased growth and excitement has brought with it many Southern Conference Championship titles to UTC and the community. Along with these achievements the cost of maintaining this kind of growing Athletic Program has also become a major factor.

You have demonstrated your support in the past and I hope we can again count on your involvement.

I know I speak for Harold Wilkes, Bill Oliver, Murray Arnold, and all the athletic staff when I say "thank you" in advance for your contribution in support of this worthwhile venture.

Sincerely,

Gordon L. Davenport
Chairman
1980-81 UTC Athletic Fund

GLD:mer

The University of Tennessee at Chattanooga

1980-81 ATHLETIC FUND

TO CONTINUE

Excellence in Athletic competition at UTC,

I/We agree to give the 1980-81 Athletic Fund the sum of $ ________

Enclosed is $ __________ . Please Bill in ____________________
month or months

Are you employed by a Matching Gift Firm? ____________________

Donors of $250 — $499
Check Club Preference

Stadium ________

Rocky Top ________

Date __________ Signature ____________________

MAKE CHECK PAYABLE TO UTC.
Your gift is tax deductible. UTC's fund year
ends June 30, 1981. THANK YOU!

10015

CONFIDENTIAL

Please remove this tab before seeing prospect

Previous Giving:

Date ________ Amount $ ________

Date ________ Amount $ ________

Please ask for $ ________

Comments:

10015

PLEASE RETURN TO DEVELOPMENT OFFICE